



**FORT VALLEY  
STATE UNIVERSITY**  
EMPOWER *the* POSSIBLE.

2024



# FACULTY HANDBOOK



**FORT VALLEY**  
**STATE UNIVERSITY**  
EMPOWER *the* POSSIBLE.

# FACULTY HANDBOOK

Revised, May 2023

Dr. Paul A. Jones, President

Dr. Olufunke A. Fontenot, Provost & Vice President for Academic Affairs

## Faculty Handbook Taskforce Members

- Attorney, Emma Bennett-Williams, Co-Chair
- Dr. James R. Newton, Co-Chair
- Prof. Jessica Jefferson
- Dr. Xuanli Liu
  
- **Edited and formatted:** Dr. Fares Howari,  
Dean and Interim Vice Provost

## Contents

Overview	8
<b>SECTION 1: INSTITUTIONAL PURPOSE &amp; ORGANIZATION</b>	<b>9</b>
Mission .....	10
Vision .....	10
Values.....	10
Faculty Membership .....	11
Administrative Officers .....	12
Chief Legal and Government Affairs Officer .....	14
Chief of Campus Police: .....	15
The Testing Center Coordinator .....	15
Academic Organization & Academic Administrators .....	16
Academic Colleges .....	18
<b>SECTION 2: FACULTY</b>	<b>20</b>
Faculty Governance & Policies.....	21
Academic Freedom & Tenure .....	21
Academic Freedom .....	21
Instructional Responsibilities .....	21
Academic Tenure .....	22
Academic Programs .....	23
Governance & Committees .....	24
Corps of Instruction	24
The University Faculty.....	24
Administrative Officers .....	25
Election of Faculties .....	25
Faculty Meetings.....	25
Faculty Rules & Regulations .....	25
Faculty Senate Committees .....	26
The Senate Executive Committee	26
The Committee on Faculty Welfare	26
Standing Committees of the University .....	27
Administrative Council:	27
Graduate Council:	27
Curriculum Committee:.....	29
College Level Committees .....	34
The Graduate Faculty .....	35
Policies & Procedures for Graduate Faculty Membership .....	35
Functions and Responsibilities of the Graduate Faculty .....	37
<b>SECTION 3: FACULTY WORKLOAD &amp; INSTITUTIONAL EXPECTATIONS</b>	<b>39</b>
Faculty Workload .....	40
Undergraduate & Graduate Faculty Member's Workload Model .....	40
Teaching Load .....	41
Teaching Overloads .....	41
Office Hours .....	41
Guiding Principles .....	42
Faculty Performance & Assessment .....	46
Faculty Performance	46
Supervising	46

SECTION 4: REVIEW & EVALUATION OF FACULTY PERFORMANCE	51
Overview of the Evaluation of Faculty Responsibilities.....	52
Basic Categories of Faculty Performance.....	53
Basic Categories of Faculty Performance.....	54
Professional Service.....	55
Administration & Leadership.....	56
Determining Relative Emphasis in Areas of Performance.....	56
Criteria for Selecting Promotion & Tenure Committees.....	57
University Level Appeals Committee:	57
Promotion & Tenure Committee at University Level:	57
Promotion & Tenure Committee at College Level:	58
Promotion & Tenure Committee at Departmental Level:	58
General Expectations for Tenure, Promotion, & Post-Tenure Review.....	59
Tenure:	59
Third Year Review:	60
Tenure Review:	60
Promotion for the Professorial Ranks.....	62
Promotion and Tenure Policy	63
Preamble:.....	63
Academic Freedom & Tenure.....	65
Academic Freedom.....	65
Faculty Evaluation System.....	66
FVSU's Policies.....	67
Overview of the Evaluation of Faculty Responsibilities.....	68
Basic Categories of Faculty Performance.....	69
Research Faculty with Professional Ranks.....	71
Determining Relative Emphasis in Areas of Performance.....	72
Criteria for Selecting Promotion & Tenure Committees.....	73
General Expectations for Tenure, Promotion, & Post-Tenure Review.....	75
Promotion for the Professorial Ranks.....	78
Non-Tenure-Track Faculty.....	78
Post-Tenure Review.....	79
Post Tenure Review Policy.....	79
Plans for Addressing Faculty Performance.....	81
Performance Remediation Plan (PRP).....	81
Performance Improvement Plan (PIP).....	82
Portfolio Guidelines & Content for Pre-tenure, Tenure, Promotion, & Post-tenure Reviews.....	82
Due Process Following an Unsuccessful Post-Tenure Review or an Unsuccessful Corrective Post-Tenure Review.....	84
Corrective Post Tenure Review.....	85
FVSU Policy: Five Year Review of Academic Administrators.....	85
Procedures.....	85
FORT VALLEY STATE UNIVERSITY COMMON LIKERT FORM.....	87
NEW ADAPTED FORMAT	88
Expected Duties Checklist	88
Directions:	89
TEACHING Activities Checklist: Instructional Design.....	90
TEACHING Activities Checklist: Course Management.....	92
SCHOLARSHIP Checklist: Proficiency.....	94
SCHOLARSHIP Checklist: Discovery/Creativity.....	95
SCHOLARSHIP Checklist: Dissemination.....	96
SCHOLARSHIP Checklist: Translation.....	97
SERVICE Activities Checklist: To the Profession.....	99
SERVICE Activities Checklist: To the Community.....	100
Overview Composite Rating (OCR).....	101
Typical Schedule for Reviews.....	102

Faculty Annual Performance Evaluation .....	104
Annual Review Process & Format .....	104
Goal Setting .....	104
Faculty Documentation .....	104
Evaluation .....	105
General Expectations for Faculty Performance in Different Ranks.....	105
Tenure-track Faculty .....	105
Non Tenure-Track Faculty .....	106
Non Tenure-Track Faculty with Professional Ranks .....	107
Part-time Faculty .....	108
Academic Qualifications .....	108
Academic Rank .....	108
Appointment of Part-time Faculty .....	108
Part-time Faculty Compensation & Benefits .....	109
Teaching Load .....	109
Librarian Faculty with Professional Ranks .....	111
Research Faculty with Professional Ranks .....	111
Portfolio Guideline & Content for Pre-tenure, Tenure, Promotion, & Post-tenure Reviews .....	112
Typical Schedule for Reviews .....	114
<b>SECTION 5: FACULTY APPOINTMENTS &amp; CONTRACTS .....</b>	<b>115</b>
Faculty Appointments .....	116
Other Faculty/Instructor Rank Appointments .....	116
Qualifications for Faculty Appointments.....	117
Classified Personnel .....	117
Faculty Recruitment, Application and Hiring Procedures.....	117
Contractual Agreements and Responsibilities .....	119
Faculty Employment – Renewal/Removal/Resignations/Suspensions/Termination .....	120
Intention to Renew Contracts and Resignations .....	122
Special Faculty Employment Opportunities .....	122
Other Special Faculty Opportunities .....	124
Salaries and Benefits.....	125
Fringe Benefits Insurance Coverage and Annuities.....	127
Leave Policies .....	127
Other Policies Affecting Faculty .....	131
Suspension for Violation of State or Federal Laws.....	134
Financial Exigency .....	134
Definition of Financial Exigency .....	134
Layoffs or Terminations .....	135
Program Modification or Discontinuance in The Event Of Financial Exigency .....	135
Early Dismissal of Faculty .....	136
<b>SECTION 6: WORKPLACE POLICIES &amp; PROCEDURES .....</b>	<b>140</b>
Employment Policies and Procedures .....	141
<b>SECTION 7: ADMINISTRATIVE PROCEDURES .....</b>	<b>144</b>
Grants and Contracts .....	145
Procedures for Handling Student Complaints against Faculty Members .....	146
Procedure .....	146
FVSU Faculty Grievance and Conflict Resolution Procedures .....	146
Amendment Process .....	147

APPENDICES	148
Appendix 1: Significant Events in the History of the University .....	149
Appendix 2: Organizational Chart .....	153
Appendix 3: Policy on Policies .....	153
Appendix 4: Faculty Senate Bylaws .....	156
Appendix 5: Graduate Council Constitution and By-Laws .....	164
Introduction .....	164
Preamble	164
Delegation of Authority	165
ARTICLE I: Graduate Council Size and Membership	165
ARTICLE II: Leadership of Graduate Council	166
ARTICLE III: Graduate Council Responsibilities	167
ARTICLE IV: Graduate Faculty	168
ARTICLE V: Elections of Members	170
ARTICLE VI: Graduate Council Best Practice and Members Etiquette	170
ARTICLE VII: Implementation of Graduate Council Policies	171
ARTICLE VIII: Amendment of the Bylaws	171
Satisfactory Academic Progress in all Graduate Programs	171
Academic Suspension Policy .....	172
Reinstatement After Suspension.....	172
Probationary Status	173
Academic Suspension	173
Academic Dismissal	173
Repeating Courses	173
Undergraduate Transfer Credits	173
Transfer Credit .....	174
Appendix 6: Sexual Harassment Policy .....	179
Appendix 7: Non-Retaliation/Non-Retribution Policy .....	181
Appendix 8: Formation of Grievance Pools.....	183
Appendix 9: Grievance and Conflict Resolution Procedure for Faculty and Staff.....	184
Appendix 10: Fort Valley State University Emeritus/Emerita Policy .....	193
REFERENCES	195
INDEX	198

## Overview

This document serves as a comprehensive compilation of services, policies, regulations, and procedures pertinent to employment as a faculty member at Fort Valley State University, a unit of The University System of Georgia. Aligned with the policies of the Board of Regents, the Faculty Handbook provides guidance at the University level and encourages faculty members to refer to the Board of Regents policy documents for additional details. The Handbook offers a detailed guide for faculty members, delving into the institution's purpose, organization, and membership. Section 1 focuses on the institutional mission, vision, and values, providing insights into faculty membership and administrative roles. Notably, it emphasizes the creation of comprehensive course syllabi, covering goals, objectives, required resources, topics, assessment methods, and grading policies.

Highlighting the significance of departmental guidelines aligning with the university's mission, the document addresses faculty evaluation, promotion, and tenure. Approval involves relevant faculty members, department chairs, review committees, deans, and the Provost. Faculty members are encouraged to meticulously document professional activities, with examples of acceptable documentation provided. Annual performance evaluations entail a review of documentation and a conference with the department chair. The Handbook outlines portfolio content and arrangement for various reviews, including pre-tenure, tenure, promotion, and post-tenure, with specified forms and schedules. The documentation section of the portfolio requires a letter summarizing goals, accomplishments, and contributions, supported by evidence of scholarship activity, professional service, and administration/leadership.

Recognizing intellectual properties, the Handbook encourages faculty to contribute to the development of new knowledge, scholarly works, and computer software. These activities are seen as pivotal for professional development, enhancing the institution's reputation, providing educational opportunities for students, and benefiting the public.

In summary, the Faculty Handbook offers comprehensive guidance for faculty members, aligning their roles and responsibilities with the institution's mission and values. It provides clear instructions for documentation and portfolio submission, serving as a valuable resource throughout their academic journey.





**FORT VALLEY  
STATE UNIVERSITY**

1

SECTION

## SECTION 1: INSTITUTIONAL PURPOSE & ORGANIZATION

Fort Valley State University (FVSU) is an 1890 land-grant institution, and one of the three public, historically black colleges and universities in Georgia. Located in Fort Valley, GA, the institution was chartered in 1895 as Fort Valley High and Industrial School. Subsequently, it merged with the State Teachers and Agricultural College of Forsyth in 1939 to become Fort Valley State College. The University System of Georgia's Board of Regents granted FVSC university status in June 1996 (see Appendix 1: Significant Events in the History of the University)

FVSU is a fully accredited, comprehensive, four-year institution committed to providing strong academic programs, online degrees and extracurricular and co-curricular activities to students. The University provides instruction, research, and public and extension services, consistent with its land-grant and public functions, for all segments of the population to achieve personal, educational and professional goals.

### Mission

Fort Valley State University, founded in 1895, is an HBCU and 1890 Land-Grant institution providing excellent academic programs that integrate quality instruction, research, extension, and student learning experiences responsive to the needs of a culturally and economically diverse student population equipped to excel in the 21st-century global community.

### Vision

Fort Valley State University aspires to be the University of choice for students, faculty, staff, and future employers, recognized nationally and internationally for its excellence in teaching, research, service, exemplary academic programs, and globally competitive students.

### Values

Fort Valley State University embraces the following values, driven by its mission and vision:

- **Intellectual Excellence:** FVSU is committed to the highest standards of excellence by creating stimulating learning environments that promote intellectual growth, innovation, and discovery, and life-long learning.
- **Student-Centered:** Our top priority is students and providing them with an enriching, stimulating, and supportive environment.
- **Diversity:** We respect all people, cultures, ideas, beliefs, lifestyles, and perspectives.
- **Integrity and Collegiality:** We hold everyone accountable for their actions and engaging in honest, ethical behavior.
- **Engagement:** We serve as an important strategic partner and resource by promoting educational attainment, cultural enrichment, and economic development.

## Faculty Membership

The faculty consists of the corps of instruction and the administrative officers. Full-time professors, associate professors, assistant professors, instructors, lecturers, senior lecturers, and teaching personnel with such other titles as may be approved by the Board of Regents, and by the President, shall be the Corps of Instruction. Full-time research and extension personnel and duly certified librarians will be included in the Corps of Instruction based on comparable training. Persons holding part-time and adjunct appointments or other honorary titles shall not be considered to be members of the faculty (BoR Policy Manual, Sections 3.2.1 and 3.2.1.1; <https://www.usg.edu/policymanual/section3/C337>).

A faculty member who has academic rank and rights of tenure in the Corps of Instruction and who accepts an appointment to an administrative office shall retain the responsibilities and privileges of faculty membership, his/her academic rank, and rights of tenure as an ex-officio member of the Corps of Instruction, but shall have no rights of tenure in the administrative office to which he/she has been appointed. The additional salary, if any, for the administrative position shall be stated in the employment contract and shall not be paid to the faculty member when he/she ceases to hold the administrative position (BoR Policy Manual, Section 3.2.1.2; <https://www.usg.edu/policymanual/section3/C337>).

In addition to the Corps of instruction, the faculty will consist of the President and other full-time administrative officers as may be designated as having ex officio faculty status (BoR Policy Manual, Section 3.2.1.3; <https://www.usg.edu/policymanual/section3/C337>).

The term "teaching faculty" is used at FVSU in reference to those members of the Corps of Instruction who hold rank including Tenured faculty, Tenure-track faculty, Librarians, Lecturers and Senior Lecturers who are non-tenure track faculty with renewable contracts as indicated in the BOR Policy Manual (Sections 8.3.8.1 and 8.3.8.2; <https://www.usg.edu/policymanual/section8/C245>).

Administrative Faculty positions are generally senior administrators who perform work related to the management of the university, college, department, or other recognized academic unit for at least fifty percent (50%) of their work. The role of administrative faculty is characterized by positions whose primary responsibilities include a) the active, continuing involvement in formulating, interpreting and implementing institutional policy; b) the exercise of substantial independence, authority and discretion in areas such as program planning, budgeting, design and allocation of resources; and c) making personnel decisions such as hiring, annual performance evaluation, tenure and promotion reviews. Administrative faculty serve in executive leadership roles such as President, Provost, Vice Presidents, Associate Vice Presidents, Deans, Associate Deans and Assistant Deans of schools and colleges, Department Heads of instructional units or Directors, Associate Directors of centers/institutes under the auspices of the Academic Affairs Office.

Administrative faculty members who have 50% or more of their workload designated as "administrative" receive administrative contracts and are eligible to receive administrative stipends. Per BOR Policy administrative faculty holding administrative contracts will have their post

tenure review clocks stopped for the duration of administrative contract. The BoR policy states that: “An administrator who has tenure will not be subject to post-tenure review, if a majority of the individual’s duties are administrative in nature. If and when an administrator returns to the faculty full-time, the individual will be placed into the post-tenure review cycle” (BoR Policy Policy, Section 8.3.5.4; <https://www.usg.edu/policymanual/section8/C245>).

Administrative faculty members are ineligible to serve on committees in the capacity of teaching faculty, whether the committee is at the level of the academic department, college or university. Administrative faculty members are also not eligible to serve as senators of the FVSU Faculty Senate for the duration of their administrative appointment. If serving on a committee or the Faculty Senate as a teaching faculty at the time of appointment to an administrative position, the administrative faculty member will forfeit his/her position and be replaced following procedures outlined in the department, college, and/or university guidelines, or the Faculty Senate Bylaws. Administrative faculty is also ineligible for consideration to receive recognition for teaching faculty awards.

### Administrative Officers

The President of FVSU shall be the executive head of the institution and all its departments and shall exercise supervision and direction to 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 of Regents and the Chancellor (<https://www.usg.edu/policymanual/section2/C322>). As the Chief Executive Officer of the FVSU, the president will execute directly or by delegation, all executive and administrative duties in connection with the operation of the institution. The President reports to the Chancellor of the USG. The President shall exercise the powers and duties of the office as follows:

- Be responsible for the organization and administration of the University.
- Make policy recommendations to the BOR on all matters that affect the University.
- Recommend all additions or changes in personnel and in personnel policies.
- Serve as the Ex-Officio President (or appoint a designee) of the FVSU Faculty Senate.
- Submit an annual budget and administer the BOR approved budget.
- Have authority to exercise broad, discretionary power along lines established by the BOR.
- Be responsible for the formulation of all reports as may be required by the BOR and by local, state or national agencies.
- Recommend to the BOR, site locations and site utilization.
- Direct the development of the campus-building program.
- Recommend the establishment of citizen and alumni advisory committees.
- Lend influence in the development of higher education programs in local, state and national committees and organizations.
- Perform such other duties assigned or delegated by the BOR.
- Report to the BOR on the financial condition of the University as required during each budget year.
- Promote the university mission and heritage of the University.

The President's Senior Leadership Team serves as an advisory unit to the President on administrative matters pertaining to all operational areas of the University. Senior Leadership consists of the President, Chief of Staff, Provost and Vice President for Academic Affairs, Vice Provost for Academic Affairs, Vice Provost for Student Success and Enrolment Management, Vice President for Advancement and Vice President for Business Affairs. In addition, the President may elect to include the presidents of Faculty Senate and Staff Council on a university-wide leadership council reporting to his/her office.

The Provost & Vice President for Academic Affairs is the Chief Academic Officer of FVSU. The Provost and Vice President for Academic Affairs is the university's principal academic administrator and liaison with the President and the university system's staff in matters involving the university's a) curriculum and degree program approvals; b) faculty appointments and contracts; c) promotion and tenure recommendations; d) capital improvement proposals for the academic division; e) academic budget allocation and redirection; and f) follow-up on strategic priorities and academic policy directives set at the levels of the university system and/or FVSU. Working with the teaching faculty and other academic administrators, the Provost and Vice President for Academic Affairs is expected to provide leadership, direction, and support for the planning, operation, evaluation, and advancement of the university's academic programs, services, and research/scholarship endeavours. The Provost and Vice President for Academic Affairs is a member of the president's Senior Leadership Team, providing support and assistance to the president and the other vice presidents as necessary.

Vice Provost for Academic Affairs & Dean of Graduate Education is responsible for units in Academic Affairs including the following areas: Graduate Studies; Institutional Research, Planning and Effectiveness; Faculty Development; Undergraduate Research; Online Learning; and Library. The Vice Provost serves as liaison to the academic deans to facilitate communication and interaction with the Office of the Provost and includes other duties and responsibilities as assigned by the Provost and Vice President for Academic Affairs. The Vice Provost for Academic Affairs reports to the Provost and Vice President for Academic Affairs and coordinates various academic programs to enhance and support the academic mission. The Vice Provost is a part of the Provost's leadership team.

The Vice President for Business & Finance is the chief fiscal officer responsible for receipt and custody of funds, accounting and reporting operations, budget development and control functions. Oversight responsibility provided for Business and Finance, Controller's Office, and Facilities Operations.

Vice President of Student Affairs and Enrollment Management is responsible for managing the enrolment of students and providing students with an opportunity to succeed through various programs and services. VP provides oversight for Student Affairs, Campus Life, Center for Student Engagement, Enrolment Management, Financial Aid, Housing and Residence Life, and Student Health and Counselling Services; implements and assesses planning strategies, allocates department resources; creates a positive student experience that affords all students an opportunity to be successful; and acts in an advisory role for the President on student affairs matter. VP also works with other University officers as a membership senior leadership team.

Vice President for University Advancement manages and leads the overall mission of Alumni Relations by designing, implementing, and evaluating programs whose purpose is to engage and forge lifelong relationships amongst the University and Alumni, in conjunction with the National Alumni Association Executive Board. The VP also manages and executes the annual giving program, which includes direct mails, phonations, as well as personal visits.

The Vice President for Land-Grant Affairs and Economic Development will provide overall direction and collaborative leadership for Land-Grant Affairs and FVSU's innovation and entrepreneurship efforts. The VP will direct economic development programs, including coordination, implementation, and monitoring of comprehensive economic development planning and community development activities. In addition, the senior administrator will initiate short- and long-range development strategies and plans, create and identify economic development opportunities, and develop marketing and promotional programs. The VP will also provide overall leadership for the Office of Sponsored Programs, which identifies and disseminates external funding opportunities to campus community and directs all externally funded programs, including pre- and post-awards management. Through a broad variety of activities and services, this office will play an important role in reinforcing these creative activities to build public and private sectors in the Middle Georgia region. The Vice President for Land-Grant and Economic Development will report directly to the President.

The Assistant Vice President for Academic Affairs & Director of Institutional Research, Planning and Effectiveness (OIRPE) ensures FVSU can provide clear and consistent evidence of continuous improvement meeting federal, regional, state, and institutional standards. The responsibilities of OIRPE are to 1) develop and implement institutional effectiveness plans, including support for the assessment of learning outcomes, 2) assist academic, administrative and support units with the assessment of core services consistent with institutional effectiveness and accreditation requirements, 3) facilitate the strategic planning process, and 4) provide standard institutional data and respond to all institutional data requests from internal and external customers.

Student Engagement and Achievement (SEA) Center is crafted to foster student learning and development by offering integrated academic resources and support services in a centralized environment. This aids first- and second-year students in delineating their educational and career goals. The center emphasizes relationships forged through proactive and intrusive academic advising/support, career planning, engagement, access, and accommodations through disability services. Continuous training ensures students are retained and prepared to persist toward graduation. Furthermore, SEA facilitates students in cultivating a robust connection with academic advisors, academic success coaches, tutors, tutorial coordinators, and accessing various resources (e.g., Degree Maps, My FVSU Degree, EAB Student Success Collaborative) on the University campus.

#### Chief Legal and Government Affairs Officer

The Chief Legal and Government Affairs Officer assesses university legal liability and regulatory compliance, manages the employee grievance process, and manages external disputes. The Chief Legal & Government Affairs Officer is the principal liaison to local, state and federal

government and seeks to develop strong, collaborative relationships with policymakers including members and staff of the Georgia General Assembly, the University System of Georgia Legal Affairs staff and the University System of Georgia Government Relations Staff. The Chief also provides legal counsel and guidance to the President, the executive leadership team and other members of the University community on a broad range of legal matters relevant to the institution including compliance, contracts and grant management, employment, general business law policies and procedures, laws pertaining to students, real estate transactions and other laws and regulations.

Chief Human Resources Officer collaborates with the university community by providing solutions and services to support the success of the FVSU mission. The mission of the Office of Human Resources is to provide resources, services and continuing opportunities for training and development that helps to attract, motivate, and retain a highly competent, committed, and diverse work force. The Office of Human Resources promotes a respectful work environment that encourages integrity, productivity and development, and fair treatment of all individuals.

The Director of Marketing & Communications provides active leadership in the identification, solicitation, cultivation and stewardship of major donors and donor prospects, to include individuals, corporations, and foundations. The office contributes to the overall visibility of the University and builds a positive image of FVSU by generating a wide range of media coverage via print, radio, television broadcasts, and electronic messaging systems.

#### Chief of Campus Police

Chief of Campus Police is responsible for enhancing the quality of campus life by working collectively, cooperatively, and effectively with the members of the university and within the framework of the U.S. Constitution. The mission of the Campus Police and Safety is to enforce the laws, preserve the peace, and reduce fear and intimidation. The Department of Campus Police and Safety abides by the rules designed and approved by the BOR, who accredit state schools and universities. The office may be contacted via phone at Non-Emergency line (478) 825-6500 or Emergency line (478) 825-6211 text 911fvsu@fvsu.edu RAVE Guardian app.

The Director of the Henry A. Hunt Memorial Library is responsible for ensuring the availability of library resources and the effective use of services. As part of the Georgia Library Learning Online and Galileo Interconnected Libraries state-wide system funded by the BOR of the USG, the Governor, and the Georgia Legislature, FVSU has access to all public academic library catalogues; many private, public and independent libraries; access to the World Wide Web; over 100 databases; UPS courier book/serial service for borrowing and receiving requests and a forthcoming universal borrowing component.

#### The Testing Center Coordinator

The Testing Center Coordinator is responsible for managing and overseeing the preparation and administration of proctored exams and standardized assessments for prospective and current students coordinating online, remote and written assessments with students, faculty, staff and

testing agencies by providing an environment of academic honesty and integrity, reporting and other testing related tasks and functions.

The Director of Institutional Compliance serves as the Institutional Compliance Officer. Responsibilities include employee training on Standards of Conduct, routine monitoring of compliance activities, assisting with corrective action plans, monitoring emerging issues in the field of compliance, coordinating interdepartmental compliance efforts, providing staff support for the Institutional Compliance Committee's operational activities, and submitting semi-annual reports to the President and the Administrative Council. The institutional compliance officer further handles the Equal Employment Opportunity/Affirmative Action functions and responsibilities.

The NSF Compliance Officer establishes and implements an effective NSF compliance program to prevent illegal, unethical, or improper conduct in accordance with the NSF Compliance Agreement. The NSF Compliance Officer acts as staff to the President by monitoring and reporting results of the NSF compliance and ethics efforts of FVSU and in providing guidance for the Administrative Council on matters relating to NSF compliance. The NSF Compliance Officer, together with the NSF Compliance Committee, is authorized to implement all necessary actions to ensure achievement of the objectives of an effective NSF compliance program.

The Director of Alumni Relations Manages and leads the overall mission of Alumni Relations by designing, implementing, and evaluating programs whose purpose is to engage and forge lifelong relationships amongst the University and Alumni, in conjunction with the National Alumni Association Executive Board. This position also manages and executives the annual giving program, which includes direct mails, phonathons, as well as personal visits.

### Academic Organization & Academic Administrators

Colleges and departments administer the academic programs of the University. Each is an administrative subdivision of a college or other unit of the University organized for conducting programs in instruction, research, and service. Deans head colleges. Departments of instruction are normally housed within colleges based on nature of discipline. Changes in academic organization are initiated by the President, the Provost and Vice President for Academic Affairs, Department Head or the faculty of a department and approved by the governing body of the appropriate college, its dean or director, Faculty Senate, President and, when appropriate, the BOR.

Faculty of A College or A Department: The faculty of a college or a department consists of those members of the corps of instruction (as defined earlier) who also hold appointment in a given college or department regardless of rank. Individuals annually appointed with rank in two or more departments are considered members of the faculty of each department with full rights and privileges in each department.



**Faculty Meetings:** The faculty of a college or department shall meet twice in each semester. At all meetings of the faculty, the dean of the college or department head<sup>1</sup> shall be the presiding officer. At each meeting of the faculty, the representing senator shall be included as an agenda item. At the university-wide faculty meetings, the report of the Chair of the university-wide Curriculum Committee and the President of the Faculty Senate shall be included as standing agenda items.

**Department Chairs:** The chair of a department shall be recommended for appointment in accordance with policies of the BOR. The chair shall be recommended for appointment after the dean of a college has consulted with the faculty of the department. Such consultation shall include a majority vote of the faculty membership in the department, the results of which shall be forwarded with the dean's recommendation to the Provost and Vice President for Academic Affairs. The chair shall be evaluated by the Dean annually. Further, the chair shall be evaluated by the faculty of the department at least once in every three years; the evaluation shall be conducted by the dean who shall notify the Provost and Vice President for Academic Affairs of the results of this evaluation which shall be used in the overall evaluation of the Chair's performance. A department chair shall hold office at the pleasure of President in consultation with the Provost and Vice President for Academic Affairs and respective college dean.

**Academic Unit Coordinators:** The coordinators take responsibility for the management of the course schedules and management of the unit. In general, coordinators provide advice to students on unit related matters including withdrawal, administrative issues and clarification of matters in relation to the unit outline. The coordinators will report to Department Chairs or Deans.

**Deans of Colleges:** Deans shall be appointed by the President and shall hold office at the pleasure of the President. The recommendation of the President relating to the appointment of a dean shall be made after consultation with a search committee of faculty members. The dean shall be the chief executive officer of the college and shall exercise the powers and duties of the office as follows:

- Be responsible for the coordination of the academic programs and instructional activities of the college, and exercise general supervisory responsibility for research and service programs of the college.
- Formulate and recommend proposed policies for the college and present them to the faculty for consideration. The dean shall administer the rules and regulations enacted by the faculty.
- Present to the Faculty Senate those actions of the faculty that require confirmation or approval of the Faculty Senate before becoming effective.
- Recommend the appointment, reappointment, and promotion of members of the faculty of the college and of the administrative staff. In the case of recommendations regarding department chairs, the dean shall act only after consulting with the faculty of the department concerned. In recommending appointments to faculty positions within a

---

<sup>1</sup> Department Head, Department Chair, or Chair of the Department used in the text synonymously

department, the dean shall act only after receiving the recommendation of the department chair. Consistent with tenure policy and the Policies of the BOR, the dean may recommend the dismissal or non-renewal of the contract of any member of the faculty who failed to receive tenure at the expiration of maximum probationary period.

- Make recommendations regarding persons for appointment to classified positions within the college and oversee, control, and direct the work of employees of the college.
- After consultation with members of the faculty and appropriate administrative assistants, prepare annually a budget of the college. Where departments exist, the dean shall ask each department chair to recommend a departmental budget.
- Oversee the academic activity of the students of the college. The dean and/or a designated faculty member shall advise students, in conjunction with the Academic Success Center, regarding the selection of courses and the choice of major and minor fields of study. The dean shall be responsible for the administration of institutional and System policies affecting student scholarship. In discharging this responsibility, the dean shall give special attention to students registered in the college who excel or who are deficient in their studies.
- Certify to the compliance by individual students with the requirements for graduation based on the records and reports of the Registrar's Office.
- Maintain a seamless cooperative relationship with the other deans and the directors of similar instructional, research, and public service units for programs operated for the college.
- Subject to the general authority of the Vice President for Business & Finance, be custodian of the buildings and other University property occupied or used by the college and be responsible for the proper use thereof.
- Serve as the medium of communication for all official business of the college with other University authorities, the students, and the public.
- Submit a report, annually or upon request, covering details of the work of the college to the Provost and Vice President for Academic Affairs.
- Shall advocate the well-being of all academic units and the faculty within the college.

Evaluation: Annual evaluation of the dean shall be conducted by the Provost and Vice President for Academic Affairs for assessing the dean's performance. Deans shall undergo the 360 evaluations at least once in every five years.

### Academic Colleges

The College of Agriculture, Family Sciences & Technology is committed to providing educational programs and services that address the needs of citizens and are designed to enrich their lives. This commitment is actualized through instruction, research, and extension/outreach. The four academic instructional units are the Department of Agricultural Sciences, the Department of Engineering Technology, the Department of Family and Consumer Sciences, and the Department of Veterinary Science and Public Health. The Agricultural Research Program and the Cooperative Extension Program provide educational outreach and services. The degree programs offered under this college include Agricultural Economics, Agricultural Education, Agricultural Engineering

Technology, Animal Science, Biotechnology, Electronics Engineering, Environmental Health, Family and Consumer Sciences, Food Science, Plant Science, and Veterinary Technology.

The College of Arts & Sciences offers programs of Accounting, Supply Chain and Logistics, Management, Marketing, Biology, Chemistry, Computer Science, Criminal Justice, History, Liberal Studies, Mathematics, Media Studies, Organizational Leadership, Political Science, Psychology, Social Work, and Visual and Performing Arts. . However, the offerings of the College also prepare students to work in specialized subjects such as medicine, dentistry, pharmacy, law and social work.

The College of Arts and Sciences consists of the Departments of Behavioural and Social Sciences; Biology, Chemistry, Mathematics and Computer Science; Business Administration; and Media Studies, Visual and Performing Arts, Languages and Liberal Arts; and Military Science;. The nationally renowned Cooperative Developmental Energy Program (CDEP) and the Reserve Officers Training Corps (ROTC) are also located within the College.

The College of Education & Professional Studies houses educator preparation programs, school counsellor education, and graduate counselling programs. The degree programs offered under the College of Education include Early Childhood Education/Special Education, Health and Physical Education, Middle Grades Education, School Counsellor Education, Clinical Mental Health Counselling, and Clinical Rehabilitation Counselling. These degree programs are designed to produce experiences that promote the acquisition of content knowledge, pedagogical skills and values and dispositions necessary to work successfully in a variety of teaching and learning environments. Candidates pursuing the Bachelor of Science Degree in Education may select programs leading to teacher certification in the following areas: Agriculture Education and Middle Grades Education.





**FORT VALLEY  
STATE UNIVERSITY**

2

SECTION

## SECTION 2: FACULTY

### Faculty Governance & Policies Academic Freedom & Tenure

The University subscribes to and endorses statements published by the American Association of University Professors (AAUP) that define the academic responsibilities of faculty members (Excerpts from the 1990 Edition of the AAUP Policy Documents and Reports, pp. 3-4, 77-78). The Document is on file at the Hunt Memorial Library in the general reserve section.

#### Academic Freedom

The faculty members are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties. It is to be noted that any research for pecuniary returns should be based upon an understanding with the university's administration.

Faculty members are entitled to freedom in the classroom in discussing their subject in the spirit of critical thinking, but they should be careful not to introduce into their teaching controversial matter, which has no relation to the subject matter under discussion.

College or university faculty members 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 be cognizant of the fact that the public might 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.

Faculty members who feel that their academic freedom has been violated are entitled to redress via petition to the department head or dean, whoever is the next-level supervisor. The petition must outline the specific violations of academic freedom, the individual to whom the allegation(s) is(are) directed, and any and all other pertinent information necessary to decide upon the validity of the allegations. The department head/dean will forward the petition to the Provost and Vice President for Academic Affairs, who will convene a faculty committee to review the allegations and report its findings to the Provost and Vice President for Academic Affairs.

#### Instructional Responsibilities

FVSU also endorses the following statement by the American Association of University Professors (AAUP) on professional ethics for college and university faculty (1990 Edition of the AAUP Policy Documents and Reports, pp. 75-76). The Document is on file at the Hunt Memorial Library in the general reserve section.

- Professors, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their subject is to seek and to state the truth as they see it. To this end,

professors devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice intellectual honesty. Although professors may follow subsidiary interests, these interests must never seriously hamper or compromise their freedom of inquiry. As teachers, professors encourage the free pursuit of learning in their students. They hold before them the best scholarly and ethical standards of their discipline. Professors demonstrate respect for students as individuals and adhere to their proper roles as intellectual guides and counselors. Professors make every reasonable effort to foster honest academic conduct and to ensure that their evaluations of students reflect each student's true merit. They respect the confidential nature of the relationship between professor and student. They avoid any exploitation, harassment, or discriminatory treatment of students. They acknowledge significant academic or scholarly assistance from them. They protect their academic freedom.

- As colleagues, professors have obligations that derive from common membership in the community of scholars. Professors do not discriminate against or harass colleagues. They respect and defend the free inquiry of associates. In the exchange of criticism and ideas professors show due respect for the opinions of others. Professors acknowledge academic debt and strive to be objective in their professional judgment of colleagues. Professors accept their share of faculty responsibilities for the governance of their institution.
- As members of an academic institution, professors seek above all to be effective teachers and scholars. Although professors observe the stated regulations of the institution, provided the regulations do not contravene academic freedom, they maintain their right to criticize and seek revision. Professors give due regard to their paramount responsibilities within their institution in determining the amount and character of work done outside it. When considering the interruption or termination of their service, professors recognize the effect of their decision upon the program of the institution and give due notice of their intentions.
- As members of their community, professors have the rights and obligations of other citizens. Professors measure the urgency of these obligations in the light of their responsibilities to their subject, to their students, to their profession, and to their institution. When they speak or act as private persons, they avoid creating the impression of speaking or acting for their college or university. As citizens engaged in a profession that depends upon freedom for its health and integrity, professors have a particular obligation to promote conditions of free inquiry and further public understanding of academic freedom.

### Academic Tenure

After the expiration of a probationary period, faculty with tenure-track appointments should apply for tenure. Only assistant professors, associate professors, and professors are eligible for tenure. Tenure resides at the institutional level. FVSU's responsibility for employment of a tenured individual is to the extent of continued employment on a 100 percent workload basis for two out of every three consecutive academic terms until retirement, dismissal for cause, or release because of financial exigency or program modification as determined by the Board of Regents (BoR Policy, Section 8.3.7.2, <https://www.usg.edu/policymanual/section8/C245/>).

The President of the University or his or her designee may at any time remove any faculty member or other employee of an institution for cause. Cause shall include wilful or intentional violation of the Board of Regents' policies or the approved statutes or bylaws of an institution or as otherwise set forth in the Board of Regents' policies and the approved statutes or bylaws of an institution (BoR Policy, Section 8.3.9. <https://www.usg.edu/policymanual/section8/C245/>). The following causes constitute for ground of dismissal of any tenured or non-tenured faculty member before the end of his or her contract term, provided that the institution has complied with procedural due process requirements (BoR Policy, Section 8.3.9.1):

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, research, or scholarship.
3. Unlawful manufacture, distribution, sale, use, or possession of marijuana, a controlled substance, or other drugs as defined by applicable laws; teaching or working under the influence of alcohol or illegal or dangerous drugs, which interferes with the faculty member's performance of duties or responsibilities to the institution or his or 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 or more licensed physicians and reviewed by a committee of the faculty.
6. False swearing with respect to official documents or statements filed with or given to the institution.
7. Disruption of any teaching, research, administrative, disciplinary, public service, or other authorized activity.
8. Violation of Board of Regents' policies; and,
9. Other grounds for dismissal as may be specified in the institution statutes of the institution, which may supplement the Board of Regents' policies governing causes and procedures for dismissal.

In all such situations where any faculty member or other employee is to be removed/dismissed from institution for cause, FVSU will comply with procedures outlined in BoR Policy Manual, Section 8.3.9.2.

### Academic Programs

The Board of Regents (BOR) will depend on the Chancellor, presidents of various institutions in the System, and their deans and faculties to formulate, modify, and oversee academic methods and procedures that they consider most effective in enhancing operational efficiency and promoting the advancement of learning. The subsequent paragraph, without restricting the broader context, acknowledges that the following functions are appropriately handled by academic administrators at Fort Valley State University (FVSU) rather than by the BOR: To prescribe the teaching load to be carried by each member of the faculty.

- To determine the maximum and minimum number of students permitted in a class.
- To define the nature and form of academic records, if any, to be kept by members of the faculty as well as those of administrative personnel.

The BOR shall expect of each university president, his or her faculty and staff, the deans and the faculties of each institution in the University System of Georgia, the delivery of efficient services measured by approved academic standards. The BOR expects university administrators to promote effective higher education, making available the resources required for the effective discharge of its duties. Likewise, the BOR holds university administrators responsible for failing to achieve satisfactory results. The BOR's philosophy is to make academic authorities in the System accountable for results obtained by granting them the power to choose ways and means they believe to best suit to achieve the ends desired.

The BOR holds the Chancellor accountable for oversight of the System institutions. The Chancellor must keep the BOR fully informed of the standards of scholarship maintained at each institution in the System and the efficiency and effectiveness of the administration of the institutions. The BOR shall expect each institution to be accredited by the Southern Association of Colleges and Schools, Inc., and other appropriate accreditation agencies. Academic programs of the USG are administered under broad BOR policies that grant considerable authority and responsibility to the presidents and faculty of the System institutions.

### Governance & Committees

**Corps of Instruction:** full-time professors, associate professors, assistant professors, instructors, lecturers, senior lecturers, and teaching personnel with such other titles as may be approved by the BOR, shall be the Corps of Instruction. Full-time research and extension personnel and duly certified librarians will be included in the Corps of Instruction based on comparable training. Persons holding adjunct appointments or other honorary titles shall not be considered members of the faculty.

### The University Faculty

The faculty providing the corps of instruction and selected academic administrators constitute the University Faculty. Full-time faculty members are classified into two groups that are commonly referred to as 12-month faculty members (those receiving a contract for employment on a fiscal year basis) and nine-month faculty members (those receiving a contract for employment for the academic year). As a body, the University Faculty meets at least once per semester from August to May. Nine-month faculty members employed during summer school and the 12-month faculty members meet at least once during the summer.

The University Faculty receives the actions of the Senate and the University Curriculum Committee and discusses other concerns before the full academic community. Prior to commencement exercises, the University Faculty votes to approve and recommend to the President the candidates for degrees that the institution has been authorized by the BOR to confer. Additionally, the University Faculty prescribes the rules and regulations for activities and matters pertinent to student life such as the following: student publications, athletics, clubs, and fraternity and sorority



activities. The recommendations of the faculty are subject to the approval of the University President, the Chancellor, and the BOR.

### Administrative Officers

Full-time administrative officers with faculty status will necessarily vary with the size and complexity of the institution. A faculty member who has academic rank and rights of tenure in the Corps of Instruction and who accepts an appointment to an administrative office (other than the President) shall retain his/her academic rank and rights of tenure as an ex-officio member of the Corps of Instruction but shall have no rights of tenure in the administrative office to which he or she has been appointed. The additional salary, if any, for the administrative position shall be stated in the employment contract; and shall not be paid to the faculty member when he or she ceases to hold the administrative position. An administrative officer having faculty status shall have all the responsibilities and privileges of faculty membership with the exception as stated in the Senate Bylaws. The President shall appoint administrative officers with the approval of the BOR and administrative officers shall hold office at the pleasure of the President.

In addition to the Corps of Instruction, the President and other full-time administrative officers, and such other full-time administrative officers as the statutes of the institution may designate as having ex-officio status. Each institution must file with the BOR a list of administrative officers who have faculty rank.

### Election of Faculties

The BOR shall elect all faculty members prior to their initial appointments upon the recommendations of the Chancellor and the President of the appropriate institution. The Chancellor is authorized to approve the appointment of part-time faculty members, other than those faculty members who have previously retired from the University System (BOR Minutes 1984-85, p. 76).

### Faculty Meetings

The University Faculty shall meet at least twice a year and other times as may be necessary or desirable. Adequate notice shall be given of all meetings. A majority of the faculty shall constitute a quorum at regular faculty meetings. All persons who hold faculty status shall be eligible to vote in regular faculty meetings and be counted in the quorum. The President or his/her designee shall also call a meeting of the University Faculty upon receiving a 2/3 majority vote of the Faculty Senate shall call for such a meeting.

### Faculty Rules & Regulations

The university faculty and the Faculty Senate shall make, subject to the approval of the President, statutes, rules and regulations for its governance and for that of the students; provide such committees as may be required; prescribe 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 shall be filed with the Chancellor. The faculty shall also have primary responsibility for those aspects of student life that relate to the educational process, subject to the approval of the President of the University.

Campus-wide Policy Formation: FVSU adheres to the Policy on Policies (see

Appendix 3: Policy on [Policies](#)) for the formation of all policies that affect the faculty, staff and students across the campus.

The [Faculty Senate](#) is the elected legislative body of the faculty. As such, it is the official advisory body to the President. The President of the University (or his designee) serves as Chairperson of the Faculty Senate as mandated by BOR policy. The President of the Faculty Senate is a senator duly elected by that body in accordance with its Bylaws. The university faculty shall approve the Senate Bylaws, the operating rules of the Senate, as set forth in the Constitution and Bylaws of the Senate. The most recent revision was approved in October 2015 (see

### Appendix 3: Policy on [Policies](#))

Specific interests in the academic affairs unit of the University which concern the Faculty Senate and for which it is responsible are those specified by the BOR to include academic activities, general educational policy, welfare of the faculty, and BOR's policy governing academic concerns. When the Faculty Senate makes policy recommendations which propose to affect the broader academic life of the institution, such recommendations are subject to approval of the university faculty and become policy of the University only upon approval by the President. General recommendations, not broad policy-related matters are not subject to approval of the university faculty and are referred by the Senate President to the appropriate member(s) of the University President's Senior Leadership Team responsible for the area addressed by the item.

The recommendations of the Faculty Senate are subject not only to the approval of the President of the University, but may also require approval of the Chancellor of the USG, and the BOR. Should faculty desire to appeal a decision of the President, this same protocol is followed.

### [Faculty Senate Committees](#)

The [Senate Executive Committee](#) is the agenda setting body for the Senate. Its members receive agenda items from the faculty they represent. Following Senate meetings, each senator is obligated to hold discussions with their constituents to communicate actions under review and those being proposed by the Senate. Senators are accountable for making formal reports to their departments/units monthly.

The [Committee on Faculty Welfare](#) is a standing committee of the Faculty Senate. It is composed of at least seven faculty members, two from each college and one from the library. This committee makes recommendations to the Provost and Vice President for Academic Affairs with approval of the Senate. Suggestions and/or policies related to faculty members and their general welfare, including recruitment, faculty development, faculty research, academic freedom, and benefits constitute sample agenda items for discussion by this committee membership.

### [Standing Committees of the University](#)

It is through the Committee concept that all segments of the University act in an advisory capacity in the development and implementation of programs, policies, and procedures affecting the University. Each committee should meet on a regular basis sufficient to accomplish its stated goals and objectives as they relate to the mission of the University. The President of the University is an ex-officio member of all committees. Each vice president is an ex-officio member of the committee that reports to him/her. Each of the standing committees of the University must have student representatives with the exception of the Admissions Committee. Members of Standing Committees shall serve for a period of two years. Members serve on staggered terms. Not to exceed two terms. Two years is considered to be a term.

The Provost and Vice President for Academic Affairs will ensure that the Standing Committees of the University meet at least once every semester and report their findings. Every tenured/on-tenure track faculty member shall serve at least in one standing committee but not more than

two standing committees. The Chairs of standing committees must be tenured faculty with a minimum rank of Associate Professor. Copies of physical and/or digital documents (including agendas, minutes, and reports) of standing committees should be kept in the office of academic affairs.

**Administrative Council:** This body reports to the President. This body is composed of full-time top-level administrators. It will meet regularly with the President to review and discuss pertinent institutional issues. The council will seek solutions to problems and will make both long- and short-range plans utilizing input from varied internal and external sources.

**Academic Enhancement Committee:** The Academic Enhancement Committee (AEC) provides strategic oversight to the standing committees of the University that help shape academic policies and procedures. The goal of the AEC is to help bolster academic quality at the University while ensuring we adhere to applicable internal, USG, and federal guidelines. The AEC is divided into the following subcommittees, each with decision-making authority within its purview, and with each subcommittee chairs also serving on the broader AEC to ensure collaboration and consistency.

- Graduate Council
- IT Enhancement
- Library
- Online Learning

**Graduate Council:** The Graduate Council is the policy-making body on all matters related to graduate studies. Its membership is represented by a cross-section of administrators and faculty members from the varied academic departments of the university and includes graduate student representation.

The council shall initiate policy and procedures regarding the conduct of graduate work; review and evaluate existing graduate programs; review and make recommendations for the qualification and selection of graduate faculty; and review proposed new graduate programs prior to submission to the Provost and Vice President for Academic Affairs. The Graduate Council will receive and act on students' grievances, petitions, and appeals that remain unresolved at the dean's level in which each program resides. (See

Appendix 5: Graduate Council Constitution and [By-Laws](#)).

**IT Enhancement Committee:** The purpose of this Committee is to establish and maintain a uniform and integrated structure for considering information technology matters in order to advise the president and cabinet in making executive-level strategic management decisions involving information technologies; set directions and priorities for information technology and related resource allocations in a timely manner; develop policies and procedures that support and complement those implemented by the USG BOR Office of Information Technology; and establish a mechanism for overseeing the implementation of strategic and tactical institutional technology plans while maintaining internal controls.

**Library Committee:** The responsibilities of the Library Committee include advising the Director of the Library on such matters as allocation of funds for library acquisitions; reviewing library services to students and faculty; recommending improvements and changes in these services; and serving as a liaison between the library staff and the faculty.

**Online Learning Committee:** The responsibilities of the Online Learning Committee includes the development of goals and objectives for online teaching and learning; development of policies and procedures for online teaching and learning; assisting in the development of online courses and programs; and reviewing new online courses and programs for compliance with best practices.

**Enterprise Risk Management Committee:** The Enterprise Risk Management Committee (ERMC) provides oversight and support for university central operations and institution-wide administrative activities. The goal of ERMC is to devise strategic plans to help identify and achieve institutional goals, while simultaneously helping to manage and assess the risks that may serve to limit or prevent goal attainment. The ERMC is divided into the following subcommittees, each with decisional authority within its purview, and with each of the subcommittee chairs also serving on the broader ERMC to ensure optimal collaboration and consistency in message and approach:

- Agriculture and Lab Animals Care and Use
- Athletics
- Emergency Management, Clery Act, and SAFE
- Environmental Health and Safety
- Human Subjects

**Agriculture and Lab Animals Care and Use (ALACUC):** This Committee is responsible for approving, monitoring, facilitating, and supporting the institution's ALACUC Program. Its goal is to ensure that the use of agricultural and laboratory animals in teaching and research programs is humane, appropriate, and in accordance with the Guide for the Care and Use of Agricultural Animals in Agricultural Research and Teaching, and other guidelines and policies affecting the care and use of agricultural and laboratory animals.

**Athletics Committee:** This Committee shall establish and oversee athletic policies and practices, ensuring conformity with governing organizations such as the Southern Intercollegiate Athletic

Association, National Collegiate Athletic Association, etc. Acting as a liaison between faculty, students, and the athletic programs, it will ensure proper emphasis on educational programs.

**Emergency Management, Clery Act, and SAFE:** This Committee meets regularly to discuss and create a protocol for handling emergencies involving the people, animals and property that occupy our campus. This subcommittee also serves as an advisory board for leadership relative to safety planning on campus.

**Environment Health and Safety:** This Committee is responsible for providing a chemical waste management program, safety policies and procedures manual, training programs, fact sheets, laboratory safety manual templates, safety standard operating procedures, a bio-safety manual template and blood born pathogen exposure control plan templates, as well as other resources and tools. Biological agents used in research will also be overseen by this Committee.

**Human Subjects Committee:** This Committee is responsible for ensuring that human subjects utilized in research efforts and the way they are involved meet federal, state, and local regulations. The Committee will also review and approve all research protocols and subject release forms.

### Curriculum Committee

The purpose of this committee is to receive and act on proposals for new curricula or changes to existing ones; and propose policies or changes in existing policies and procedures dealing with academic matters. The actions of the Committee, which are of general concern, are presented to the faculty as recommendations. In matters involving new curricula, faculty approval is a prerequisite to sending request to the President and to the Board of Regents for approval. Purely local matters become final with either the Committee's approval or the faculty's approval, depending on the nature of the issues involved. Provisions will be made on the agenda for the receipt of reports from representatives of the Regents Advisory Committees. The Chair maintains a record of these reports.

**Educational Policies Subcommittee:** is a subcommittee of the Curriculum Committee that reviews policy issues related to curriculum. It may propose policy or entertain suggestions to clarify, develop, revise, or establish procedures or policies related to curricula matters. The subcommittee makes its recommendations to the full Curriculum Committee.

**Program Subcommittee:** is a subcommittee of the Curriculum Committee that studies recommendations for programs and proposals for changes in curricula. It works closely with submitting departments to address matters related to institutional and Board of Regents policies. The subcommittee makes its recommendations to the full Curriculum Committee.

**National Science Foundation (NSF) Committee:** This Committee provides oversight and support for NSF-funded activities. When convened, the members consist of the President, Provost and Vice President for Academic Affairs, Chief Business Officer Compliance Officer, Legal Officer, Director of the Office of Sponsored Programs, Controller and Budget Director.

**Retention and Student Success Committee:** The Retention and Student Success Committee (RSSC) provides oversight and support for the growth and development of our students. The goal of RSSC is to help identify areas where we can enhance student success while ensuring that we work with students who witness challenges while pursuing a degree. Serving on the RSSC are the following positions:

The RSSC is divided into the following subcommittees, each with decisional authority within its purview, and with each of the subcommittee chairs also serving on the broader RSSC to ensure optimal collaboration and consistency in message and approach:

- Academic Appeals
- Admissions
- Behavioral Intervention Team
- Registration
- Retention

**Academic Appeals Committee:** The Academic Appeals Committee is responsible for reviewing and deciding appeals of academic suspensions and dismissals, medical withdrawals, and other academic-related matters. The Committee shall:

Consist of representation from all of the offices/units that are responsible for student admission, registration, fee payment, and matriculation, to include the Office of the Registrar; the Financial Aid Office, the Office of the Provost and Vice President for Academic Affairs; the Office of the Vice Provost for Student Success and Enrollment Management; and the Academic Success Center;

- Meet regularly to discuss and make decisions on academic appeals and related matters; and
- Communicate appeal decisions to students and offices related to admission, registration, fee payment, and matriculation.

**Admissions Committee:** The purpose of this Committee is to review and make recommendations on student petitions for admissions and re-admissions for the forthcoming semester no later than the third week of each term. The categories of petitions to be considered for undergraduate admissions include student petitions for initial enrolment, matters related to the admissions of transfer students, or the admissions of post-baccalaureate students who are not pursuing teacher certification. The categories of petitions to be considered for re-admissions include students re-entering after a period of suspension or dismissal.

Recommendations regarding student petitions for readmission or re-admissions shall be made to the Provost and Vice President for Academic Affairs within seven business days of the Committee's meeting date. Students shall be notified of the results of their petitions at least three weeks prior to the semester of intended enrolment. Other responsibilities include the following:



- Publish a calendar of the meeting dates of the Committee and send timely communications to all students eligible for consideration of an appeal by the Admissions Committee.
- Review, for the purpose of making a recommendation of continued enrollment (or possibly terminated enrollment), the academic status of students who have failed to achieve good academic standing, after completing a minimum of three successive semesters on academic probation;
- Conduct and publish the results of an annual survey of students' perceptions of; and experiences with the admissions and re-admissions procedures.

**Behavioral Intervention Team:** The Behavioural Intervention Team (BIT) Committee is dedicated to a proactive, coordinated, and planned approach to the identification, prevention, assessment, management, and reduction of interpersonal and behavioural threats to the safety and well-being of FVSU students and employees. The BIT addresses situations where individuals are displaying disruptive behaviors, threatening, or concerning in nature, and that potentially impede their own or others' ability to function successfully and safely. The team meets regularly and on an emergency basis to review referrals brought forward.

**Registration Committee:** The primary purpose of the Registration Committee is to provide a forum for planning and subsequent examination of each registration session held on campus. The Committee will greatly facilitate preregistration communication among the membership and will enhance communication about registration plans on campus.

**Retention Committee:** The Retention Committee is responsible for the coordination of the campus-wide retention efforts. The Committee's responsibilities include the implementation and evaluation of the university's retention plans; collaboration with academic and non-academic units across campus to ensure the colleges and functional units' retention plans are incorporated into the campus-wide retention efforts; evaluate data to monitor retention activities and support institutional improvement; and ensure that the campus is informed of all retention activities.

**Special Events Committee:** The Special Events Committee (SEC) is responsible for the planning and execution of all special events of the University. During the spring and summer semesters, the SEC will plan its calendars of events for the year. Events include, but are not limited to, lecture series, Founders' Day, Commencements, Distinguished Service Awards Program, and Open House.

Close coordination is essential between this Committee and the work of other committees and offices such as the President, Provost and Vice President for Academic Affairs, Marketing and Communication, Vice Provost for Student Success and Enrolment Management, Athletic Committee, and the Homecoming Committee. Ultimately, the SEC shall endeavour to develop a university-wide calendar that will include events and activities for the fiscal year.

The SEC is divided into the following subcommittees, each with decisional authority within its purview, and with each of the subcommittee chairs also serving on the broader Special Events Committee to ensure optimal collaboration and consistency in message and approach:

- Commencement
- Faculty/Staff Institute
- Founders' Day
- Ham and Eggs
- Homecoming
- Honors Convocation
- John W. Davison Lecture Series
- Scholarship Luncheon

**Commencement Committee:** The responsibilities of the Commencement Committee include the handling of all logistics relative to commencement; selection and training of student, faculty, and administrative marshals and ushers; production, review, editing, and distribution of commencement programs; arranging publicity for commencement; and planning commencement receptions.

**Faculty/Staff Institute:** The responsibility of this Committee is to plan and execute the activities and logistics related to the Annual Faculty/Staff Institute.

**Founders' Day Committee:** This Committee is responsible for planning the annual convocation and activities devoted to paying homage to the Founders and early leaders of the institution.

**Ham and Eggs Committee:** The Ham and Egg Legislative Breakfast at Fort Valley State University has a rich history. The earlier version of the event was known as the Ham and Egg Show, which began in 1916 by Mr. Otis O'Neal, a Houston County Extension Agent. During its 1916 to 1965 run, the show concluded with auctioning of the prize-winning hams and eggs. The current Ham and Egg Legislative Breakfast was initiated in 1982 by Dr. Glenwood Hill, then Program Leader for Agricultural and Natural Resources, under the leadership of Dr. Fred Harrison, Jr., then Extension Administrator. Since then, the event has offered an opportunity for the legislators to inform the citizens on actions taken by the House and Senate that can influence their lives, and for the citizens to interact with the lawmakers and leaders in an informal setting

**Homecoming Committee:** Responsibility for organizing, planning, and directing the annual homecoming activities and festivities rests with this body. The Committee must coordinate its plans with the Department of Athletics and the National Alumni Association. It should endeavour to be innovative and creative, yet retain desirable traditions. In addition, the Committee should stimulate enthusiasm and encourage the participation of all segments of the University family and community.

**Honors Convocation:** This Committee helps organize and execute the annual Honors Convocation held each spring to honour the students who excel in the classroom.

**John W. Davison Lecture Series:** The John W. Davison Lectures Series Committee is dedicated to bringing excellent programming to the university and surrounding community that extend beyond the normal array of educational programs offered.

**Scholarship Luncheon Committee:** This Committee plans the scholarship luncheon during which faculty, staff, and community members come together to celebrate the raising of funds to support scholarships for deserving students. The Committee assists with fundraising outreach efforts related to the annual luncheon, planning the luncheon event, and accounting for the proceeds raised by this initiative.

**University Enhancement Committee:** The University Enhancement Committee (UEC) is responsible for the planning and execution of marketing, communications, fundraising, and stewardship initiatives. The UEC will collaborate with university-wide stakeholders to help advance their individual and collective needs to bring positive attention to their departments and programs, as well as financial resources to benefit the programs and the students they serve. Serving on the UEC are:

The UEC is divided into the following subcommittees, each with decisional authority within its purview, and with each of the subcommittee chairs also serving on the broader University Advancement Committee to ensure optimal collaboration and consistency in message and approach:

- Communications
- Development

**Communications Committee:** The Communications Committee will examine strategies to use internal and external messaging, branding, competitive intelligence, and audience engagement to further the mission of the university through its contemporary priorities.

**Development Committee:** Making recommendations and rendering assistance to the University Advancement Office are major responsibilities of this Committee. More specifically, the Committee will develop ideas for raising funds essential for continuous institutional growth; act as liaison with alumni groups, foundations, corporations, business and industry, friends, parents, and other community groups; and act as liaison with state, federal, and municipal agencies.

**International Education & Study Abroad Advisory Committee:** Reports to the President. The purpose of this committee is to review policies and procedures related to the matriculation of international students and issues related to international faculty and visitors and make recommendations regarding compliance with BOR and Homeland Security initiatives. The committee will also concern itself with the issues of cultural and social integration of this important segment of the University family.

**Professional Education Faculty Council:** Reports to the Dean of the College of Education. The Professional Education Faculty Council (PEFC) shall suggest and recommend curricular and policy changes and other matters affecting the program of Teacher Education. The PEFC governs the educator preparation program at FVSU. The Council shall be concerned with teacher certification and improving student and teacher performance on standardized tests. Appropriate academic recommendations are presented to the University Curriculum Committee for approval. Council membership consists of faculty representation from all departments that offer teaching majors, students, the Vice Provost for Student Success & Enrollment Management, Director of the Learning

Resources Center, Deans of Colleges, and Registrar. Through this broad representation, policies generated and acted upon by the council are channelled to affected institutional units.

The Council ensures that all educator preparation programs are organized and comply with relevant professional standards. The council schedules one meeting each month, if it is not necessary to meet more often. The council also approves policy, curricular changes for the unit, and hears candidate appeals. Please refer to the Constitution and By-Laws of the PEFC for further information.

The Teacher Education Advisory Committee: Reports to the Dean of the College of Education. The Teacher Education Advisory Committee (TEAC) has responsibility for advising the Dean of the College of Education on the following items: standards for admission and retention in the Teacher Education Program, counselling and advising plans for teacher candidates, curricula alignment for content and professional education. The TEAC hears student appeals and advises the Dean of the College of Education. Final authority on appeal decisions rests with the Provost and Vice President for Academic Affairs. Members of the Teacher Education Advisory Committee participate in program and candidate assessment for the College of Education. The committee is composed of diverse membership: College of Education faculty, content area faculty, and teacher candidates chosen by the College of Education.

The TEAC will have regularly scheduled meetings each semester. The committee shall consist of five full-time faculty members, recommended by the Dean of the College of Education to the Provost and Vice President for Academic Affairs, with the approval of the Professional Education Faculty Council and appointed by the President. The committee will also include two student representatives, one from middle grades education and one from secondary education. As new programs are approved, student representation on the TEAC will change to reflect these programs. The purpose of the TEAC is to:

- Advise concerning standards for admission, retention and evaluation of the student teaching program.
- Develop, approve, and advise concerning the certification patterns for early childhood, middle grades and secondary teaching majors with special concern to integrate the requirements of the Core Program with those of the state standards.

### College Level Committees

Each of the colleges shall have the following standing committees: Advisory Committee, Scholarship Committee, Curriculum Committee, Faculty Development Committee, Student Advisory Committee, Promotion & Tenure Review Committee and Recruitment Committee.

## The Graduate Faculty

### Policies & Procedures for Graduate Faculty Membership

A competent, caring and committed graduate faculty is of major importance to the educational quality of an institution. FVSU recognizes that competent, caring and committed graduate faculty members determine, in large measure, the effectiveness of the graduate educational program.

A. Membership Standards: The Graduate Faculty is composed of members of the Academic Faculty and administrators with academic rank, deans of the colleges, and chairpersons of the departments in which graduate courses are offered who have met membership criteria. Graduate Faculty: Individuals selected may teach 5000 or above level courses, supervise graduate research and serve on master's and doctoral committees. An applicant for appointment must possess the following minimum qualifications (1-4):

1. An earned terminal degree appropriate for the area of teaching assignment or a related discipline. The master's degree may be considered the terminal degree in some instances, such as the M.F.A., the M.S.W., and the M.L.S.
2. Academic rank of assistant professor or above.
3. A minimum of three years of successful teaching experience in post-secondary institutions. Experience as a teaching assistant may be included.
4. Evidence of peer-reviewed scholarly achievement in the field of appointment within five years preceding the year of application. This may include publication of research in peer-reviewed journals, books, book chapters, paper presentations, workshop presentations, professional presentations or research monographs; receipt of grants, fellowships or honors awarded through a peer-review process; or evidence of professional accomplishment in the arts, as demonstrated by juried/reviewed performances or exhibitions; and service to professional organizations.

Other considerations include:

- Experience assisting and/or conducting master's theses, field studies and/or research projects, and/or having served as a member on such committees may be taken into consideration in the application for appointment to the Graduate Faculty.
- Demonstrated exceptional scholarly or creative activity, or professional experience, may be used to qualify a faculty member for membership on the Graduate Faculty.
- A new graduate discipline in its formative stage in higher education and in which there are no faculty members available with academic credentials in the discipline.

B. Appointment Authority: Primary responsibility for recommending Graduate Faculty for membership shall rest with the department chairperson or program director and the faculty of each graduate program, with the approval of the Dean of the College in which the academic program resides, and the Graduate Council. Each program, department or school may develop criteria supplemental to the above but may not reduce or alter the basic minimum criteria. Appointments to the Graduate Faculty shall be made by the Provost and

Vice President for Academic Affairs from those recommendations approved by the Graduate Council.

Graduate faculty status is reviewed every five years, in accordance with prescribed procedures, after an initial one-year probationary appointment. Graduate faculty status may be revoked, if warranted, by the Provost and Vice President for Academic Affairs, upon the recommendations of the respective College Dean, and the Graduate Council.

Selection Procedure: Application for appointment to the Graduate Faculty shall be submitted by the applicant to his/her respective departmental chairperson who shall forward his/her recommendation, along with the application, to the respective academic college dean. The college dean shall present the application, with recommendations, to the Graduate Council for approval. The Chairperson of the Council shall forward the name of approved applicants to the Provost and Vice President for Academic Affairs for appointment.

- C. Part-time Graduate Faculty Membership: In order for Part-time Graduate Faculty membership to be recommended by the Dean of a College in which the graduate program resides, and the Graduate Council for appointment by the Provost and Vice President for Academic Affairs, the applicant must possess a terminal degree and/or a graduate degree or equivalent experience in an appropriate discipline, teaching experience at the college or university level and evidence of scholarly productivity. Appointment to Part-time Graduate Faculty status can only be made to those applicants who do not hold a faculty appointment within FVSU.
- D. Review and Reappointment to the Graduate Faculty. Members of the Graduate Faculty will hold appointments for five years, after which an application must be submitted for Renewal of Graduate Faculty Membership. Evidence must be provided at the time of application of the following:
1. Evidence of peer-reviewed scholarly achievement in the field of appointment within the five years preceding the year of application. This evidence may include (a), (b), and (c);
    - Publication of research in peer-reviewed journals; books, book chapters or research monographs;
    - Receipt of grants, fellowships or other honors awarded through a peer-reviewed process; or
    - Evidence of professional accomplishments in the arts, as demonstrated by juried/reviewed performances or exhibitions.
- E. Special Appointments: Provision may be made in the policy and process for exceptional individuals to serve as Graduate Faculty. These individuals may include part-time and visiting faculty, professionals in the field, and part-time faculty members with unique, essential skills and knowledge. These appointments to teach, to advise or to serve on committees shall be made on an interim basis by the department chairperson or program coordinator with the approval of the Graduate Council. All such individuals must meet the same requirements for professional, experiential and scholarly preparation as their full-time counterparts.

- F. Ex Officio Members: The President of FVSU, the Provost and Vice President for Academic Affairs, the Vice Provost for Academic Affairs and Dean of Graduate Studies, the Director of the Library/Learning Resources Center, the Chairpersons of departments with graduate programs, and the Deans of Colleges with graduate programs shall be ex officio members of the Graduate Faculty, with membership consistent with their tenures of office.
- G. Voting: All members of the Graduate Faculty who are full-time members of the university faculty shall have the right to vote at meetings of the Graduate Faculty and to participate in the election of representatives to the Graduate Council and to the Faculty Senate pursuant applicable rules/procedures.

### Functions and Responsibilities of the Graduate Faculty

- A. **Governance:** The faculty of FVSU, in the individual colleges, schools, and departments, shall have responsibility for such fundamental areas as curriculum, subject matter advisement, committee membership, methods of instruction, evaluation of student achievement and research, and those aspects of student life that relate to the graduate educational process. The Graduate Faculty, in the individual departments and colleges, shall formulate the requirements for the graduate degree offered in their respective programs, shall determine when the requirements for a graduate degree have been met, and shall, through the Graduate Council, recommend to the Vice President for Academic Affairs that the degree be conferred., Members of the Graduate Faculty shall serve on standing and special committees when duly selected through procedures established by the Graduate Council, by the officers, or by the committees. The Graduate Faculty, individually or collectively, may initiate action on any matter of concern to it or to graduate students; may review actions of the Graduate Council at general or special meetings; and it shall serve as a reference body on matters referred to it by the Graduate Council.
- B. **Meetings:** The Graduate Faculty shall meet at least once during each regular semester. The order of business at regular Graduate Faculty meetings shall be:
1. Reading and approval of the minutes of the previous meeting
  2. Communication and announcements
  3. Reports of the Graduate Council
  4. Reports of standing committees of the Graduate Council
  5. Reports of special committees and individual members of the Graduate Council
  6. Unfinished business
  7. New business

The agenda shall be distributed for regular meetings. Special meetings of the Graduate Faculty shall be called by the Chairperson of the Graduate Council, upon receipt of a written petition signed by a least two-thirds of the members of the Graduate Faculty. When special meetings of the Graduate Faculty are called:

1. All members shall be notified and advised of the business to be considered.
2. The order of business at special meetings shall be limited to the transaction of business for which the meeting was called.
3. A quorum shall consist of 50% of the Graduate Faculty plus one member.
4. The Graduate Council shall elect a Recording Secretary whose sole official duty shall be to record the minutes of each meeting of the Graduate Faculty.

C. **Associate (Provisional) Graduate Faculty Membership:** for Associate Graduate Faculty membership to be recommended by his/her Dean to the Chairperson of the Graduate Council, the applicant must possess a terminal degree or equivalent experience and a graduate degree or in an appropriate discipline, an established record as an effective teacher at the college or university level and demonstrated potential for scholarship. A faculty member without a doctorate may be admitted to the graduate faculty in this category if the faculty member is:

1. Actively pursuing a doctorate related to the teaching discipline in which he or she is nominated.
2. Elected and/or serves as an officer or committee member in national, regional, or state professional organizations.
3. Received an award for professional contributions.

Extensive involvement in scholarly projects to include grantsmanship with projects funded by agencies external to the campus.







**FORT VALLEY  
STATE UNIVERSITY**

3

SECTION

## SECTION 3: FACULTY WORKLOAD & INSTITUTIONAL EXPECTATIONS

### Faculty Workload

The workload for undergraduate faculty consists of the officially assigned duties and responsibilities agreed upon by the faculty member and the Department Chair covering the areas of teaching, research/scholarly endeavors, and service. The faculty member's assignment should be developed within the following quality framework:

- Class sizes are to be maintained in accordance with expectations of the profession and/or the professional accrediting agency. Achieving or maintaining accreditation standards should be given priority consideration in scheduling classes.
- Each faculty member's teaching load should be monitored to ensure best practices in instruction and pedagogy as well as alignment with institutional and programmatic accreditation standards. Pedagogical practices that best meet the needs of students, the department and the University should be given priority consideration in scheduling courses inclusive of online instructional assignments.
- Adequate release time should be granted faculty members for administrative duties, special assignments, and significant creative activities, and sponsored research, particularly when there are sponsored funds for released time. In all cases, the granting of release time requires the recommendation of the Department Chair and the Dean, and approval of the Provost and Vice President for Academic Affairs.
- Faculty productivity in the classroom is calculated based on several indices such as evidenced gains in learning, students' evaluation of instruction, peer observations, and supervisor's feedback, rather than on the number of students taught.
- Faculty who teaches classes with large enrollments and expend pedagogical demands that require an exceptional amount of additional time and effort (e.g. a number of papers, projects, problems, and tests to be evaluated; laboratory work; or out-of-class consultation with students) should be granted in a subsequent semester, a reduced workload or an adjustment in the service or research expectations previously stated during his/her goal setting conference.
- Physical Education activity courses should be considered in the load for appropriate faculty on a 12-hour per week contact basis.
- Online courses shall be considered in the workload comparable to face-to-face courses.

### Undergraduate & Graduate Faculty Member's Workload Model

In a given academic year, each full-time faculty member is expected to teach 24 semester hours of undergraduate credits, or 21 semester hours of a combination of graduate and undergraduate credits, whether online or face-to-face. A full-time graduate faculty member is expected to teach 18 semester hours of graduate credits per academic year.

In calculating semester hour equivalent, laboratory assignments are converted to semester hour credits as follows: a three-contact hour lab is equivalent to 1.5 semester credit hours, and a two-contact hour lab is equivalent to 1 semester credit hour.

## Teaching Load

A full-time faculty member's undergraduate instructional load is 12 credit hours per semester, while for graduate instruction, it is nine credit hours per semester. Should a faculty member fall short of the expected teaching workload, additional teaching assignments may be assigned without receiving overload pay. Department Heads are responsible for managing faculty teaching assignments to achieve, on average, the expected credit hour production for the department each semester.

This empowers department heads to make decisions and provide justifications regarding the teaching loads of individual faculty members. Credit hour production can be evaluated on a per faculty member basis or as an average for all faculty members within the department. Where applicable, adherence to standards set by professional associations and accrediting agencies, considering current enrollments and available faculty resources, is prioritized regarding class sizes and teaching loads.

## Teaching Overloads

Department Chairs are expected to make evidence-based efforts to ensure a fair and equitable distribution of teaching loads. However, in specific circumstances, faculty members may be requested to take on additional teaching, research/scholarly endeavors, or service responsibilities. If adjustments within the faculty member's standard workload cannot accommodate this additional assignment, consideration for a temporary change in compensation in the form of overload pay may be warranted.

For a faculty member to qualify for overload pay consideration, they must initially meet expectations for a normal workload assignment, fulfilling the expected full-time commitment to teaching, supervision and mentoring duties, professional service (including administration), scholarly endeavors, academic achievement, and professional development. If the additional work can be readily assigned to another qualified person whose workload does not meet the full standard, the faculty member is not entitled to overload compensation. Similarly, if the additional work assignment can be easily reduced, rearranged, or reassigned to achieve the desired outcome, overload pay is not required. Special emphasis should be placed on avoiding the assignment of degree credit courses on an overload basis. Overload assignments should receive prior approval from the dean and provost offices.

Due to the nature of 12-month contracts and extensive workload assignments, faculty with the rank of dean or above are not eligible for overload pay. In cases where there is an apparent conflict of interest within a department, college, or academic unit, the next-level administrator must confirm that the overload compensation is appropriate and does not constitute a conflict of interest or obligation.

## Office Hours

Full-time faculty are expected to maintain no less than 10 hours a week of office hours. This applies to faculty who are teaching online, fully fact-to-face, or some combination of the two. Faculty accessibility to students outside the regularly scheduled class hours is vital to student success as well as faculty performance. Those faculty teaching online, or hybrid courses may conduct a proportion of their office hours as virtual hours, commensurate with their online teaching load, and with approval of the chair and/or dean.

For example, if half of an individual's teaching assignment is face-to-face and half is distance, that person might devote five hours to virtual and five hours to face-to-face office-hours. Likewise, it is logical that the virtual office-hours might be held during late-night timeframes when non-traditional students are known to be studying and doing academic assignments. Office hours must be clearly defined and delineated in each course syllabus. In addition, office hours must be filed in the faculty member's academic unit.

## Guiding Principles

In summary, the undergraduate faculty workload shall consist of officially assigned duties and responsibilities as agreed upon by the faculty member in consultation with the Department Chair in the areas of teaching, research, and service. The following guiding principles are provided to facilitate the development of the faculty member's assignment. These general guiding principles should be adhered to:

- Departments and programs should maintain class sizes consistent with professional accrediting body standards in order to achieve or maintain accreditation standards.
- The Department Chair should regularly monitor each faculty member's teaching load to ensure consistency in pedagogical and accreditation best practices that best meet the needs of students, the department and the University.
- Faculty members should be granted release time for administrative duties, special assignments, and significant creative activities, and sponsored research when the sponsor provides funds for released time and/or a salary. In all cases, the granting of release time requires the recommendation of the Department Chair and the Dean, and approval of the Provost and Vice President of Academic Affairs.
- Faculty productivity should not be calculated solely based on the number of students enrolled because teaching only represents one of three areas of faculty responsibility.
- Faculty teaching classes with large enrollments and pedagogical demands that require a professor to expend an exceptional amount of additional time and effort should receive a reduced workload or adjustment in service or research expectations.
- Faculty is required to participate in university-wide convocations, some of which may require academic regalia to be worn.

**Grievance Process:** Faculty members who feel that they are entitled to overload compensation but denied may file a grievance to the faculty Senate's Faculty Welfare Committee. Upon hearing the case the Committee will make a recommendation to the Provost and Vice President for

Academic Affairs. If the issue is not resolved at the Provost and Vice President for Academic Affairs level, the faculty may appeal to the President. If the issue is not resolved at the President's level, the faculty member may appeal to the Board of Regents via the university grievance process.

**Student Advisement:** While faculty share responsibility for academic advisement with the staff of the University College (UC), primary responsibility for academic advisement of Juniors and Seniors rests with the faculty. Prior to registration for each term, each student is to participate in academic advisement with the Faculty Advisor assigned to him/her. UC academic advisors provide advisement and registration assistance to all Freshmen and Sophomores. UC advisors will work with departmental faculty to ensure that students are following accurate and up-to-date Degree Maps, to provide assistance to and advise students regarding academic requirements, institutional policies, programs, and procedures, and provide first-line assistance to students in resolving academic and personal problems at the lowest level. Additionally, the UC will provide and/or coordinate other services to students to include tutoring, counseling, mentoring, and referrals.

Learning Support Students are advised by the Director in the Learning Support Department. Upon exiting Learning Support, students will transition to UC and the appointed advisor in the student's chosen major. Faculty members should feel free to refer students with special needs to Disability Services, also in UC, which can most effectively deal with these needs.

Examinations and Grade Reports: Final examination schedules are published each term. No change shall be made in the published final examination schedule unless recommended by the College Dean and approved in writing by the Vice President for Academic Affairs.

- Faculty members are required to submit their grade reports in BannerWeb at the end of each semester according to the published time schedule. Failure to do so will result in an automatic letter of reprimand being issued to the faculty member and a copy placed in the faculty member's personnel file.
- Faculty shall exercise extreme caution in calculating and recording students' grades.
- Change of Grade Requests is considered the exception and are granted upon the recommendation of the Provost and Vice President for Academic Affairs. Changes in grades may be made only on the Change of Grade Form
- An automatic Letter of Reprimand is issued to a faculty member who permits a student whose name is not on his/her official roster to remain in his/her class and complete all assignments for the entire semester. A copy of the letter will be placed in the faculty member's personnel file.
- A copy of the official attendance and grade report for each course shall be deposited with the instructor's Department Chair at the end of each semester.
- The official roll book or gradebook spreadsheet for the class is submitted to the Department Chairperson at the end of each semester.
- All official records, keys, and institutional resources are to be submitted at the close of the academic year or prior to the faculty member's departure, if prior to the end of the year.

**Grading System:** All institutions of the University System of Georgia shall be on a 4.0 grade point average system. Instructors shall identify procedures to be followed at the beginning of the term and make available to students the evaluations of their written and other work that are used to determine the final grade. Each student has the right to review, in the presence of the instructor, the final examination written by the student. The following symbols are approved for use in the cases indicated, but will not be included in the determination of the grade point average.

Grade	Grade Point Average
A	Excellent (4.0)
B	Good (3.0)
C	Satisfactory (2.0)
D	Passing (1.0)
F	Failure (0.0)
WF	Withdrew (0.0)

- "I" This symbol indicates that a student was doing satisfactory work but, for non-academic reasons beyond his/her control, was unable to meet the full requirements of the course. The assignment of an AI must be documented via a form to be approved by the Department Chairperson, the College Dean, and the Vice President for Academic Affairs. The requirements for removal of an "I" are left to the respective institutions; however, if an "I" is not satisfactorily removed after three academic terms of residence, the symbol "I" will be changed to the grade "F" by the appropriate official.
- "IP" These symbols indicate that credit has not been given in courses that require a "CP" continuation of work beyond the term for which the student signed up for the course. The use of these symbols is approved for dissertation and thesis hours and project courses. With the exception of Learning Support or Developmental Studies courses, and Regents' Test remediation courses, these symbols cannot be used for other courses. These symbols cannot be substituted for an "I."
- "W" This symbol indicates that a student was permitted to withdraw without penalty. Withdrawals without penalty will not be permitted after the mid-point of the total grading period (including final examinations) except in cases of hardship as determined by the appropriate official of the institution.
- "WM" This symbol indicates a student was permitted to withdraw under the Board of Regents policy for military service refunds. The use of this symbol indicates that this student was permitted to withdraw without penalty at any time during the term.
- "S" This symbol indicates that credit has been given for completion of degree requirements other than academic course work. The use of this symbol is approved for thesis hours, student teaching, clinical practicum, internship, and proficiency requirements in graduate programs. Exceptions to the use of this symbol for academic coursework must be submitted to the Chancellor for approval.
- "U" This symbol indicates unsatisfactory performance in an attempt to complete degree requirements other than academic course work. The use of this symbol is approved for dissertation and thesis hours, student teaching, clinical practicum, internship, and

proficiency requirements in graduate programs. Exceptions to the use of this symbol for academic course work must be submitted to the Chancellor for approval.

- "V" This symbol indicates that a student was given permission to audit this course. Students may not transfer from audit to credit status or vice versa. Students may register, however, on a credit basis for a course that has previously been audited.

**Course Withdrawal Policy:** A student is normally allowed a maximum of 18 semester hours of course withdrawals (i.e., drops) while completing his/her undergraduate degree program requirements. This maximum does not include courses dropped during the ADD/DROP period. A complete withdrawal from courses because of documented extenuating circumstances is not included in the 18-hour limit. After reaching the 18-semester hour limit, the student will receive a grade of WF for any course withdrawal, regardless of the date withdrawn.

**Grade Appeals:** Students have the right to appeal the grades assigned to them. Therefore, it is the faculty member's responsibility to include specific grading policies for each of his/ her classes. This policy must be provided, in written form, to students not later than the second day of class.

**Final Examinations:** Faculty should adhere to the final examination schedule that is published and distributed by the Registrar's office. Any deviation from the published schedule must be approved by the Dean and the Vice President for Academic Affairs.

**Student Privacy:** Student's rights to privacy have been mandated by federal law. Faculty members should exercise great care in securing and protecting student's assignments that may be left by students in unsecured areas (e.g., outside the office door). Extreme care must be exercised to protect student's personal identifiable information (PII).

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

FERPA gives parents certain rights with respect to their children's education records. These rights transfer to the student when he or she reaches the age of 18 or attends a school beyond the high school level. Students to whom the rights have transferred are "eligible students."

FVSU complies with the Family Education Rights and Privacy Act (FERPA), which affords students certain rights with respect to their educational records. These rights include the following: the right to inspect and review their records within forty-five (45) days of the day FVSU receives an inspection request; the right to request an amendment of their record if they believe it is inaccurate, misleading or otherwise in violation of the student's privacy rights under FERPA; the right to provide written consent to disclosures of personally identifiable information contained in their educational records, except to the extent that FERPA authorizes disclosure without consent; and the right to file a complaint with the United States Department of Education concerning alleged failures by FVSU to comply with requirements of FERPA. The Office of Legal and Government Affairs administers FVSU's FERPA policy.

## Faculty Performance & Assessment

**Faculty Performance:** FVSU is committed to recruiting, mentoring, and sustaining high quality faculty who are student-centered and dedicated to providing high quality instruction. Fundamentally, the university endeavors to recruit and retain faculty who are dedicated to their own professional advancement and to engaging students in meaningful educational experiences in and out of the classroom. Such experiences ensure that students are prepared for effective citizenship in a technological oriented society. Therefore, it is expected that all faculty will participate in ongoing professional advancement activities that will enable them to provide students a range of academic activities that will deepen their understanding of complex ideas, possibly engage them in research or other scholarly endeavors and contribute to the learner's overall scholarly advancement. The university expects its faculty to document the work done specifically in the areas of teaching, scholarly endeavors and service. A description of the criteria of each of these areas follows:

**Teaching:** Among the hallmarks of effective teaching are instructional exercises and activities that highlight critical thinking; infuse global and multicultural perspectives; integrate technology usage; hone students' interpersonal skills and their leadership development as well as make them socially responsible; and incorporate lifelong learning components. Faculty should engage students in research/creative activity inspire excitement for learning and enable students to make connections within and among related courses such as their major and minor area courses of study and general education courses.

In this regard, the faculty might employ a variety of pedagogical approaches in the classroom especially given the diverse learning styles of today's students. Some approaches to consider are the traditional lecture, interactive discussions, small-group work, laboratory and creative work, research, special projects, internships and assistantships, problem-based learning, private lessons and tutorials. Online and blended learning opportunities, mentoring, and inquiry-based learning approaches are also important instructional models used. Regardless of the methodology used, it is expected that all faculty will maintain a high standard of academic integrity in the classroom and model in their dress and decorum the highest professional standards as expected of FVSU faculty.

At the beginning of the semester, each faculty member is required to provide students with a course syllabus. The syllabus identifies the course goals, objective, states the name of the textbook and additional resources that the course requires and specifies topics to be covered in the course. Additionally learning outcomes, assessments, testing and grading expectations are identified. A copy of the syllabus for each course is filed in the department's office within the first week of class.

**Supervising:** When students are in instructional settings, some of which might occur outside the classroom such as internships, practicum or laboratory experiences, the faculty member is expected to perform supervisory duties. As supervisor, the faculty member seeks to improve the student's performance through guidance, monitoring, and feedback. As a supervisor, it is expected that the faculty will observe, evaluate and give student feedback on how well a task is being performed and the professional decorum so displayed.



**Mentoring:** Mentoring enables the faculty to bond with students and colleagues in the interest of advancing their personal and professional growth, but more importantly helping them to be retained at FVSU. The mentoring experience fosters creativity, nurtured relationships and deepens understanding and interests in the discipline of focus. Note that mentoring students and colleagues is an important opportunity for faculty; FVSU does not have specific expectations or requirements for faculty to perform mentoring duties. There are, however, clear duties that FVSU expects all faculty to perform such as:

**Class Attendance:** Instructors shall meet classes on time and be prepared for each class when it meets. When a teacher cannot meet class as scheduled, the immediate supervisor shall be notified. This notification holds for authorized trips as well as for emergencies (to include illness). The offices of the department and the College should be notified no later than 8:30 a.m. on the day the class is scheduled and preferably, 24 hours before the absence from the class is to occur.

Any faculty member who is absent from work responsibilities for three or more consecutive days because of illness shall present a physician's written verification of the illness. The faculty member shall submit this statement to the Department Chair or immediate supervisor who will promptly forward the medical documentation to Human Resources. The Chair/supervisor must not retain a copy of any medical records.

- Give students prompt and timely feedback by returning graded papers, quizzes, tests and/or assessment. Enable students to understand the growth areas that they need to accomplish through constructive feedback.
- Align one's instructional methods to the stated learning objectives.
- Respect and maintain confidentiality (e.g., grades, personal information, incidences of alleged academic dishonesty, advising or special needs).
- Adhere to FVSU's affirmative action policy.
- Adhere to FVSU's policy on sexual harassment.
- Adhere to FVSU's Non-Retaliation/Non-Retribution Policy.
- Be available on campus a minimum number of hours per week beyond scheduled classes.
- Respond to phone calls, e-mails, and inquiries from students in a timely manner.

**Course Syllabus:** No later than the second-class period of each semester, instructors shall provide each student with a course syllabus, a written statement of the course policies, expectations and requirements. At the beginning of each semester, all instructors shall submit a copy of the current course syllabus for each course taught to their Department Chair. The Department Heads and Deans shall maintain on file copies of the syllabi of all courses taught within their departments or Colleges for at least a five-year period. The suggested format for the course syllabus is as follows:

- Instructor's name and rank
- Office number, office hours, phone number, e-mail address
- Class times and location
- Current semester and year the course is being offered
- Course title, credit hours
- Course prerequisites, if any

- Course description from the University Catalog
- Course objectives attending to the development of higher-order thinking skills
- Statement of general education and/or major learning outcomes (as appropriate)
- Course assignments/requirements
- Grading policies (i.e., description of the procedure and scale for determining letter grades)
- Due dates for assignments, exams, laboratory exercises, etc.
- Name of textbook with appropriate bibliographic information
- Supplementary reading list
- Examination schedule and requirements (to include field experiences)
- Timeline of course work to be covered (to include examination periods)
- Library assignments - books, videos, films, software
- Suggested bibliography/video/software list
- Technology requirements
- Attendance and tardiness policy and associated expectations
- Policies concerning late submissions, missed exams and quizzes (i.e., scheduled or unscheduled)
- Special rules or expectations (e.g., cell phones, tablets, hats, etc.)

Textbooks: The USG-BoR Academic and Student Affairs Handbook Section 2.19 ([https://www.usg.edu/academic\\_affairs\\_handbook/section2/C784](https://www.usg.edu/academic_affairs_handbook/section2/C784)) suggests that all information required for ordering educational materials (i.e., any instruments, devices, software, web content, or copied or published materials used in the classroom, laboratory, on-line courses, or correspondence courses) should be submitted to institutional bookstores (at least six weeks prior to the beginning of each semester). Exceptions can be approved at the departmental level. The FVSU bookstore will maintain the records of all educational materials ordered through it is to be used for at least one-year before being changed unless compelling reasons dictate a change.

Faculty-Authored Textbooks: The USG-BoR Academic and Student Affairs Handbook Section 2.19 ([https://www.usg.edu/academic\\_affairs\\_handbook/section2/C784](https://www.usg.edu/academic_affairs_handbook/section2/C784)) provides the following guideline for faculty-authored textbooks:

1. There are no restrictions on the adoption of textbooks written by faculty members. Prior to the adoption of a textbook, approval must be obtained from the departmental committee. The existence of such a committee is necessary to prevent any possible conflicts of interest.
2. No faculty member may charge/collect remuneration for educational materials directly from the students.
3. If any conflict of interest arises as a result of sales of textbooks or other educational materials, the Provost and Vice President for Academic Affairs, in consultation with the Deans Council, Faculty Senate, and Student Government, will appoint a committee to hear the case and advise the Provost and Vice President for Academic Affairs on a course of action.

4. Copyright clearance must be obtained by the issuing department or faculty, where necessary, for compilations to be sold through institutional bookstores. Institutional and System general counsel may insist on this process.
5. Royalties may not be paid to individual faculty for compilations he/she produces for copy and resale through an institutional bookstore.

Affordable Learning Georgia: The purpose of this USG initiative is to reduce textbook costs for students and has a number of free/low-cost course resources available at [www.affordablelearninggeorgia.org](http://www.affordablelearninggeorgia.org).





**FORT VALLEY  
STATE UNIVERSITY**

4

SECTION

## SECTION 4: REVIEW & EVALUATION OF FACULTY PERFORMANCE

FVSU is committed to attract diverse and competent student body with a wide range of educational goals and to maintain strong connections with the communities it serves. Therefore, FVSU is highly valued as a resource for educational, economic, social, and cultural advancement of all its stakeholders.

FVSU recognizes that faculty members in the academic colleges and departments work collectively and collaboratively to advance its mission, though their roles and responsibilities may vary widely across the institution. Each college and its respective departments may focus on certain aspects of the institutional mission as a way of distinguishing their contribution from other colleges and departments. For example, the College of Agriculture may focus heavily on research and extension services, while the College of Arts and Sciences may focus primarily on teaching and advising students. In any case, the missions of all academic units are expected to align and be consistent with the overall mission of the university. Because the department tenure and promotion guidelines are discipline-specific and are approved by the respective college deans as well as the Provost and Vice President for Academic Affairs, department guidelines shall serve as the primary basis for tenure and promotion decisions. Further, the rationale for tenure and promotion (T&P) decisions at all levels shall be communicated to candidates through letters with specific and detailed reference to the department review guidelines along with appropriate references to the college and university guidelines. Any revisions pertaining to departmental guidelines shall carry the date of approval/adoption; and shall become effective 12 months following their adoption, unless individual faculty member opts to be reviewed under revised guidelines. A copy of the *Approval Form for Department Promotion and Tenure Guidelines* shall accompany as a cover sheet to the department guidelines included in all faculty review portfolios for pre-tenure, tenure, promotion, and post-tenure.

Faculty performance evaluation is not an option at FVSU. Performance evaluations and reviews take place at regular intervals as required by the governing policies of the USG's BOR; and, the guiding policies established by FVSU, its colleges, and academic departments. Following are the routine performance evaluations that faculty members (based on their rank and tenure status) are subjected to undergo (notwithstanding any additional evaluations warranted by extenuating circumstances).

- Detailed annual performance review of faculty activities
- Pre-tenure (i.e., third year) review for tenure-track faculty for assessing progress toward tenure
- Tenure review by the sixth year for tenure-track faculty with a minimum rank of Assistant Professor
- Post-tenure review for tenured faculty with professional rank after every five years in the sixth year
- Third-year review for lecturers and senior lecturers and non-tenure track faculty with professional rank
- Promotion review for any faculty with professional rank who meets minimum qualifications and elects to undergo review process.

In all of the above reviews, the relative emphasis of faculty professional activities in the areas of performance and evaluation at FVSU must align with the focus of their academic unit and with the mission of the University. FVSU recognizes flexible faculty roles in promoting their rich diversity of talent as a way of maximizing the strengths and talents of individual academic units and their faculty members. It is understood that FVSU handbook does not cover the full breadth of evaluative measures available to various colleges and departments. However, in this Section, such terms as “shall,” “must,” and “will” signify a strict binding, a compliance requirement to be adhered to by all colleges and departments, in terms of substance and procedure, as appropriate. On the other hand, such terms as “may,” “can,” “might,” or “should” merely signify a suggestive indication that does not require a binding on the part of colleges and/or departments. Each college and its individual academic departments will establish tailored written guidelines, consistent with the Faculty Handbook, that specify evaluative criteria appropriate to their disciplines, describe how the focus of their units fits within the mission and the core values of the University. These guidelines must delineate which activities will receive emphasis in annual performance reviews, in tenure and promotion decisions, and in post-tenure performance evaluation of faculty in their units. Each department and college will develop a process for establishing guidelines. The process, the resulting guidelines, and any revisions to the guidelines must also be approved by the full-time permanent faculty in the department or college, as appropriate, the department chair (for the department guidelines), the College Review Committee, the dean, and the Provost and Vice President for Academic Affairs.

### Overview of the Evaluation of Faculty Responsibilities

The four basic performance areas, three of which faculty may be evaluated at FVSU are teaching, student advisement, and mentoring; research, scholarship and creative activity; professional service; and administration and leadership. During the annual review goal setting process, the individual faculty member and department chair (with the Dean’s approval), based on institutional mission and needs, as well as the expertise of the faculty, will set the relative emphasis (weight) to given to each of three agreed upon performance areas. In most cases, these three performance areas will not include the fourth category: administration and leadership. However, faculty with significant administrative responsibilities (e.g., Department Chairs, Deans, Directors, etc.) will be allowed to select the fourth category as one of their three agreed upon performance areas. In every possible case, a faculty member’s total workload expectations should be balanced in a manner that ensures the faculty member has the time to meet at least the minimum expectations in each of the three agreed upon performance areas. In all cases, faculty performance shall be evaluated based on the evidence of quality and significance of the faculty member’s accomplishments in his or her respective areas of emphasis.

## Basic Categories of Faculty Performance 2

**Teaching, Student Advisement & Mentoring:** This category of faculty performance refers to a wide variety of instructional activities that engage faculty peers and others to facilitate student learning. Teaching effectiveness at FVSU shall be assessed and evaluated not only from the perspective of the teacher's pedagogical intentions but also from the perspective of student learning.

Faculty members are encouraged to disseminate their best teaching practices to appropriate audiences and to subject their work to critical review. In addition to documenting teaching effectiveness in terms of student learning, faculty should provide other measures of teaching effectiveness, such as teaching awards, examples of student work and responses, feedback and recognition from local, state, and national organizations, evidence of handling diverse and challenging teaching assignments, securing grants for curriculum development or teaching techniques, accomplishments involving community-engaged pedagogy, and contributions to the achievement of departmental teaching-related goals.

Depending on the faculty member's context, evaluation of teaching and curricular contributions shall not be limited to classroom activities but will also focus on the quality and significance of a faculty member's contributions to larger communities, for example, through activities such as curriculum development, community-engaged teaching practices, program assessment, student advisement and mentoring, public lectures and workshops, teaching abroad and international exchange, and student engagement in critical thinking.

Whatever the individual's relative emphasis *in the other two agreed upon* performance areas, all faculty members are expected to devote at least 5% to the area of teaching, student advisement, and mentoring.

**Research, Scholarship, and Creative Activity:** Research, scholarship, and creative activity at FVSU is broadly defined as a wide array of activities that contribute to the advancement of knowledge, understanding, application, problem solving, aesthetics, and pedagogy in the communities served by the University. These professional activities become recognized accomplishments when the work exhibits the use of appropriate and rigorous methods, is formally shared with others, and is subject to informed critique and review. Accomplishments shall be judged in the context of their use of current knowledge, their impact on peers and communities who are stakeholders in the processes, and the products of the research and creative activities. In evaluating scholarship, an attempt should be made to determine the quality and significance of the faculty member's accomplishments.

---

<sup>2</sup>Adapted from the Faculty Performance Expectations drafted by Kennesaw State University found at [kennesaw.edu/handbooks/faculty/section3.php](http://kennesaw.edu/handbooks/faculty/section3.php)

### Basic Categories of Faculty Performance 3

**Teaching, Student Advisement & Mentoring:** This category of faculty performance refers to a wide variety of instructional activities that engage faculty peers and others to facilitate student learning. Teaching effectiveness at FVSU shall be assessed and evaluated not only from the perspective of the teacher's pedagogical intentions but also from the perspective of student learning.

Faculty members are encouraged to disseminate their best teaching practices to appropriate audiences and to subject their work to critical review. In addition to documenting teaching effectiveness in terms of student learning, faculty should provide other measures of teaching effectiveness, such as teaching awards, examples of student work and responses, feedback and recognition from local, state, and national organizations, evidence of handling diverse and challenging teaching assignments, securing grants for curriculum development or teaching techniques, accomplishments involving community-engaged pedagogy, and contributions to the achievement of departmental teaching-related goals.

Depending on the faculty member's context, evaluation of teaching and curricular contributions shall not be limited to classroom activities but will also focus on the quality and significance of a faculty member's contributions to larger communities, for example, through activities such as curriculum development, community-engaged teaching practices, program assessment, student advisement and mentoring, public lectures and workshops, teaching abroad and international exchange, and student engagement in critical thinking.

Whatever the individual's relative emphasis *in the other two agreed upon* performance areas, all faculty members are expected to devote at least 5% to the area of teaching, student advisement, and mentoring.

**Research, Scholarship, and Creative Activity:** Research, scholarship, and creative activity at FVSU is broadly defined as a wide array of activities that contribute to the advancement of knowledge, understanding, application, problem solving, aesthetics, and pedagogy in the communities served by the University. These professional activities become recognized accomplishments when the work exhibits the use of appropriate and rigorous methods, is formally shared with others, and is subject to informed critique and review. Accomplishments shall be judged in the context of their use of current knowledge, their impact on peers and communities who are stakeholders in the processes, and the products of the research and creative activities. In evaluating scholarship, an attempt should be made to determine the quality and significance of the faculty member's accomplishments.

Contributions to the development of collaborative, interdisciplinary, cross-institutional, international and/or global, or community-engaged research activities are highly valued.

---

<sup>3</sup>Adapted from the Faculty Performance Expectations drafted by Kennesaw State University found at [kennesaw.edu/handbooks/faculty/section3.php](http://kennesaw.edu/handbooks/faculty/section3.php)



Documenting collaborative research might involve evidence of individual contributions (e.g., quality of work, completion of assigned responsibilities), work facilitating the successful participation of others (e.g., skills in teamwork, group problem solving); and/or the development of sustained partnerships that involve the mutually beneficial exchange of knowledge and resources. FVSU recognizes grantsmanship, publishing in pedagogical journals or making educationally focused presentations at disciplinary and inter-disciplinary gatherings and professional conferences that advance research practices, the scholarship of teaching, and curriculum innovation or practice.

In certain fields such as writing, literature, performing arts, fine arts and broadcast media or related fields, distinguished creation should receive consideration equivalent to that accorded to distinction attained in more traditional areas of research. In disciplines such as music, activities such as conducting and directing, choreography and composition, etc. are evidence of a candidates' creativity. Whatever the individual's relative emphasis in *the other two agreed upon* performance areas, all faculty members are expected to devote at least 5% to the area of research, scholarship, and creative activity.

### Professional Service

Professional service involves the application of a faculty member's academic and professional skills and knowledge to the completion of tasks that benefit the University, the community, or the profession. Whatever the individual's relative emphasis in the performance areas, all faculty members are expected to devote at least 5% and up to 10% of their time (not including faculty members with an agricultural outreach emphasis) to the professional service activities essential to the functioning of the institution. Institutional service is a vital part of faculty governance and should be recognized in the faculty performance review process.

Service to communities external to the university and the profession are highly valued and frequently enhances teaching, research and creative activities. External service might also include developing linkages with partner institutions both locally and globally.

In all types of professional service, documentation of service shall focus on quality and significance rather than on a plain recitation of tasks and projects. Documentation of the products or outcomes of professional service should be provided by the faculty member and considered as evidence for the evaluation of his or her accomplishments. Documentation should be sufficient to outline a faculty member's agreed-upon responsibilities and to support an evaluation of effectiveness. Some examples of documentation of the impact of the faculty member's role in service activities may include the following:

- An explanation of the scholarly work involved in the service role
- Copies of minutes, number of hours met
- Copies of products developed
- Measures of the impact or outcome of the service role
- An explanation of the unique contribution of leadership roles or recognition by others concerning these contributions

### Administration & Leadership

The category of administration and leadership covers those activities that some faculty and most administrators carry out. Such activities include faculty development, fundraising, fiscal management, personnel management, public relations, and other activities that are not traditionally captured in one of the other three performance areas. This area applies primarily to administrative faculty, but it is available to teaching faculty who spend a significant part of their time on administrative tasks (e.g., developing or directing a program). Faculty evaluated in this area must clearly articulate their goals and document the quality and significance of their activities and achievements in the same manner as in any of the other areas.

Faculty in administrative and leadership positions are often not directly engaged in teaching, supervision and mentoring of students, research and creative activity, and professional service in the same way as other faculty. As such, these faculty members should demonstrate the quality and significance of their leadership and administration, especially how effectively they foster the requisite fiscal, physical, interpersonal, intercultural, international, and intellectual environment for achievement in these areas.

For example, leadership in teaching could include how the administrator assisted unit colleagues to achieve more scholarly and effective teaching. In research, an administrator might document leadership by showing how the administrator aided unit colleagues in their efforts to improve the quality and significance of their research. In service, leadership could be demonstrated by showing how the administrator encouraged and assisted unit colleagues to engage in more scholarly and effective service. In summary, administrative faculty act as leaders by assisting colleagues in their unit to achieve and surpass University, college, and departmental goals in teaching, supervision and mentoring of students, research and creative activity, and professional service.

### Determining Relative Emphasis in Areas of Performance

Faculty expectations in the three or four areas (as applicable) will typically be weighted in the following combinations:

- Teaching Emphasis: Largest percentage of effort is in teaching and the remaining effort is distributed across the remaining two or three areas. A minimum of 5% effort must be committed to research, scholarship, and creative activity and professional service, respectively. The specific percentage of workload effort in these categories may vary across faculty with a teaching emphasis.
- Research, Scholarship, & Creative Activity Emphasis: Largest percentage of effort is in research and scholarship and the remaining effort is distributed across the remaining two or three areas. A minimum of 5% effort must be committed to teaching, student advisement, and mentoring and professional service, respectively. The specific percentage of workload effort in these categories may vary across faculty with a research, scholarship, and creative activity emphasis.

- **Balanced Teaching and Research, Scholarship, and Creative Activity Emphasis:** The emphasis in teaching and scholarship is relatively balanced and the remaining effort is distributed to either or both professional service, administration, and leadership. A minimum of 5% effort must be committed to professional service. The specific percentage of workload effort in these categories may vary across faculty with a balanced teaching and research, scholarship, and creative activity emphasis.
- **Balanced Teaching and Professional Service Emphasis:** The emphasis in teaching and service is relatively balanced and the remaining effort is distributed to either or both scholarship, administration, and leadership. A minimum of 5% effort must be committed to research, scholarship, and creative activity. The specific percentage of workload effort in these categories may vary across faculty with a balanced teaching and professional service emphasis.
- **Administration and Leadership Emphasis** – Largest percentage of effort is in administration and leadership and the remaining effort is distributed across the remaining two or three areas. A minimum of 5% effort must be committed to research, scholarship, and creative activity. *For administrators with faculty rank who have 75% or more effort in administration and leadership, a minimum of 5% effort must be committed to either research, scholarship, and creative activity or teaching, student advisement, and mentoring.* The specific percentage of workload effort in these categories may vary across faculty with an administration and leadership emphasis.

### Criteria for Selecting Promotion & Tenure Committees

**University Level Appeals Committee:** The Promotion and Tenure Committee Chairs, serving at the departmental, college and institutional levels, shall comprise the Institutional Appeals Committee. This committee responds to appeals submitted from faculty members denied promotion and/or tenure at the institutional level. The Appeals Committee members will vote to uphold or reverse the decision of the Institutional Committee. The final decision of the Institutional Appeals Committee shall be submitted in writing to the Provost and Vice President for Academic Affairs.

**Promotion & Tenure Committee at University Level:** The Provost and Vice President for Academic Affairs shall hold open elections to select tenured faculty at the associate professor and/or professor ranks to serve on the Institutional Promotion and Tenure Committee. There shall be representatives from each college and balance shall be achieved according to the units within the College. Any faculty member who is a candidate for review shall be deemed ineligible to serve on a Promotion and Tenure Committee at any level for that academic year. Furthermore, should any faculty member be elected to serve on multiple P&T committees, he or she shall cast a vote only once on any candidate up for review. For example, if the faculty member votes on a candidate at the departmental level, then he or she will be deemed ineligible to vote on that same candidate at college and/or institutional level(s). The Provost and Vice President for Academic Affairs shall appoint a University Level Nominations/Election Committee to oversee the following activities:

- That Committee will have the responsibility to gather nominations for the Institutional Level Promotion and Tenure Committee, verify the eligibility and acceptance of the nominees, construct the ballot, and conduct the elections for that committee.
- Nominations shall be submitted to the University Level Nominations/Election Committee by the second Tuesday in April, with elections to take place in April during the University Level faculty meeting.
- The ballot shall contain at least five nominees representing all colleges (satisfying aforementioned criteria). All candidates shall be identified on the ballot by their rank, college and department. In the case of a tie, the University Level Nominations/Elections Committee will conduct run-off elections (during that same election meeting) until a candidate emerges with a majority vote.
- Members of the University Level Nominations/Election Committee shall be elected annually. Members may not serve consecutive terms.

**Promotion & Tenure Committee at College Level:** The Dean of the College shall hold open elections to select tenured faculty at the associate professor and/or professor ranks to serve on the College Level Promotion and Tenure Committee. There shall be representatives from within the college and balance shall be achieved according to the units within the College. A minimum of four individuals shall be elected. Any faculty member who is a candidate for review shall be deemed ineligible to serve on a Promotion and Tenure Committee at any level for that academic year. Furthermore, should any faculty member be elected to serve on multiple P&T committees, he or she shall cast a vote only once on any candidate up for review. For example, if the faculty member votes on a candidate at the departmental level, then he or she will be deemed ineligible to vote on that same candidate at college and/or institutional level(s). Additionally, the Dean of the College shall appoint a College Level Nominations/Election Committee.

- That Committee will have the responsibility to gather nominations for the College Level Promotion and Tenure Committee, verify the eligibility and acceptance of the nominees, construct the ballot, and conduct the faculty elections for the College.
- Nominations shall be submitted to the College Level Nominations/Election Committee by the fourth Thursday in March, with College Level elections to take place in April at the College Level faculty meeting.
- The ballot shall contain at least four nominees across academic departments in the college (satisfying criteria). All candidates shall be identified on the ballot by their rank and department. In the case of a tie, the Nominations/Elections Committee will conduct run-off elections (during that same election meeting) until a candidate emerges with a majority vote.
- Members of the College Level Nominations/Election Committee shall be elected annually. Members may not serve consecutive terms.

**Promotion & Tenure Committee at Departmental Level:** The Department Chair shall hold an open election to select tenured faculty at the associate professor and/or professor ranks to serve on the Departmental Committee on Promotion and Tenure. Balance shall be achieved according to the major programs within the Department. If there are insufficient numbers of qualified individuals to

constitute a departmental committee, faculty from related disciplines may be invited to participate provided, when applicable, they constitute less than a majority of those voting. A minimum of three individuals shall constitute the committee. Any faculty member who is a candidate for review shall be deemed ineligible to serve on a Promotion and Tenure Committee at any level for that academic year. Furthermore, should any faculty member be elected to serve on multiple P&T committees, he or she shall cast a vote only once on any candidate up for review. For example, if the faculty member votes on a candidate at the departmental level, then he or she will be deemed ineligible to vote on that same candidate at college and/or institutional level(s). Additionally, the Department Chair shall appoint a Departmental Level Nominations/Election Committee.

- That Committee will have the responsibility to gather nominations for the Departmental Level Promotion and Tenure Committee, verify the eligibility and acceptance of the nominees, construct the ballot, and conduct the elections for that committee.
- Nominations shall be submitted to the Departmental Level Nominations/Election Committee at least one week prior to the department's regularly scheduled faculty/staff meeting in March, with elections to take place during that meeting.
- The ballot shall contain at least three nominees (satisfying criteria). All candidates shall be identified on the ballot by their rank, college and department. In the case of a tie, the Departmental Level Nominations/Elections Committee will conduct run-off elections (during that same election meeting) until a candidate emerges with a majority vote.
- Members of the Departmental Level Nominations/Election Committee shall be elected annually. Members may not serve consecutive terms.

### General Expectations for Tenure, Promotion, & Post-Tenure Review

**Tenure:** Academic tenure at the University assures continuous appointment to its faculty from contract year to contract year, except under conditions of dismissal for cause (as outlined in BoR Policy Manual, Section 8.3.9.1) or financial exigencies (BoR Policy Manual, Section 8.5). The awarding of tenure is a highly important decision through which the University makes a major commitment to individual faculty members well into the future. Years of service or satisfactory annual reviews alone do not constitute adequate basis to qualify for tenure. It should only be granted to those faculty members whose achievements meet or exceed quality and significance expected of their current rank and who demonstrate potential for long-term effectiveness at the University. All tenure-track faculty members are expected to produce scholarship in at least one performance area. This scholarship must be consistent with departmental, college, and university guidelines, and it must clearly document quality and significance to review parties beyond the department. Only under exceptional circumstances will a candidate be recommended for tenure without at least one form of scholarship as articulated in approved tenure and promotion guidelines. In awarding tenure, the University recognizes the long-term value of the faculty member to the institution and ensures them the academic freedom that is essential to an atmosphere conducive to the proper operation of the University.

The review for tenure involves a retrospective evaluation of how well a faculty in a tenure-track position has met the needs and expectations of the University during the probationary period

(normally five years). Perhaps the greatest value of that retrospective analysis lies in how well it leads to the judgment of colleagues about the individual's prospects for future contributions and achievements as a FVSU faculty colleague. The fundamental issue underlying the tenure decision is whether, in the reasonable judgment of teaching and administrative faculty colleagues, the faculty member will continue to meet institutional needs and expectations in the future. Based on BOR policy 8.3.7.3, tenure requires the earned doctorate or its equivalent in training, knowledge, and/or experience. Neither the possession of the doctorate nor longevity of service shall be viewed as a guarantee of tenure.

The entire tenure review process has two major parts: the pre-tenure review and the tenure review. The timing of these two parts depends upon several factors stipulated at the initial employment in the professorial ranks. Because this review process normally starts at the beginning of the academic year, a third-year pre-tenure review considers only two years of service, and a tenure review in the sixth year considers only five years of service. In exceptional cases, the University president may approve an outstanding distinguished senior faculty member for the award of tenure upon the faculty member's initial appointment under the following circumstances (BOR policy (8.3.7.4): appointed as associate or full professor, was tenured at a prior institution, and brings a demonstrably national reputation to FVSU. In most cases, the president will consult the Tenure & Promotion Committee and Chair of the department hosting the faculty member before awarding tenure. If the person is being appointed to an administrative position and has not previously held tenure, the award of tenure must be approved by the Chancellor.

**Third Year Review:** As mentioned earlier, the first of the two-part tenure review process is a pre-tenure review that takes place in the third year of a tenure-track faculty member from the time of his/her appointment. All tenure-track and tenured faculty eligible for promotion and/or tenure must undergo a third-year review. For tenure-track faculty, the purpose of this third-year review is to assist faculty members in determining whether they are making appropriate progress toward tenure and to assess their potential readiness for the option of promotion (for tenure-track assistant and associate professors) at the time of their tenure review. The successful third year review does not guarantee a tenure, post-tenure, and/or promotion decision, but rather, provides feedback to the faculty member as to his or her strengths and weaknesses. At each level of the review, a summary letter will be produced outlining how the faculty member is progressing toward meeting or not meeting the expectations for tenure and/or promotion along with specific suggestions for maintaining and enhancing further preparations for a successful tenure decision in the future. These third-year review letters and the descriptive assessments they contain become part of the individual's portfolio for the later review.

**Tenure Review:** The second of the two-part tenure review process takes place at the end of the probationary period of at least five continuous years of full-time service at the rank of assistance professor or higher. In addition to minimum criteria, tenure requires the terminal degree in the appropriate discipline or its equivalent in training, ability, or experience (BoR Policy Manual, Section 8.3.7.3, State Universities). All tenure-track faculty members are required to undergo this review. Any probationary credit given to a tenure-track faculty member based on prior experience shall not exceed three years and be consistent with BOR Policy Manual 8.3.7.4

([https://www.usg.edu/policymanual/section8/C245/#p8.3.7\\_tenure\\_and\\_criteria\\_for\\_tenure](https://www.usg.edu/policymanual/section8/C245/#p8.3.7_tenure_and_criteria_for_tenure)), Academic and Student Affairs Handbook, 4.4.1 ([https://www.usg.edu/academic\\_affairs\\_handbook/section4/C687](https://www.usg.edu/academic_affairs_handbook/section4/C687)). In every such case, a probationary credit will be noted in writing before the faculty member is employed and individual faculty member can apply it toward his/her tenure. If applied toward tenure, the probation credit plus the number of years of service at FVSU must match the minimum probationary period of five years, and the tenure portfolio will include evidence from the credited time and must include evidence of relevant work experience prior to employment at FVSU. The amount of the probationary period at FVSU must be continuous unless the interruption is permitted due to a leave of absence or for part-time service, which must not, in either case, exceed two years. A faculty member who is granted three years of credit toward tenure may skip the third-year pre-tenure review.

An administrative faculty member, who is appointed without academic rank or with a part-time employment, is not on track for tenure. Part-time faculty, adjunct faculty, and temporary or visiting faculty (i.e., full-time, or part-time) are neither eligible nor accrue any credit toward tenure. Thus, they are not eligible for any probation credit if they are hired later into a regular permanent faculty status at FVSU. Although lecturers and senior lecturers are also not tenure-track positions, the BOR policy (8.3.8) provides for consideration of probation credit, should they be hired into tenure track faculty positions later.

Academic college deans and department chairs are appointed as tenure-track teaching faculty members. Tenure does not reside in an administrative position. Therefore, deans and chairs undergo a similar tenure-track review process as other tenure-track faculty. Once tenured as a faculty member, an individual does not lose tenured status as a function of changing positions, responsibilities, or departments at the University.

Tenure-track faculty, who are not recommended for tenure during their required sixth year review, will automatically receive a one-year terminal contract and formal notice indicating that they will not receive another employment contract after their seventh year.

In exceptional cases, faculty members without doctorate degree may be required to demonstrate that their credentials are equivalent to the earned doctorate degree. In such circumstances, the following criteria will be utilized as a guideline for faculty committees and administrators who will use their professional judgments to recommend doctoral equivalency as a tenure application begins in the tenure and promotion committee of the relevant department and follows the procedural path for all tenure reviews. Required criteria for doctoral equivalency include:

- Holding a master's degree in the appropriate discipline
- Demonstrating broad and in-depth knowledge and understanding of the body of information in the discipline
- Demonstrating the ability to implement one's own research and creative activity agenda, to apply research and creative methodologies, and to produce nationally recognized scholarship that meets the criteria for quality and significance outlined in departmental

guidelines. Several other factors may be considered in determining doctoral equivalency, including the following evidence of support:

- Completing graduate coursework in the discipline beyond the master's degree
- Holding appropriate professional licensure or certifications in the discipline
- Achieving a leadership position in and/or honors and awards from a professional society or societies that indicate regional, national, and/or international peer recognition of professional accomplishments
- Having professional work experience relevant to the faculty member's teaching assignments that are significant in level of responsibility and duration
- Other discipline-specific achievements that warrant the level of knowledge equivalent to doctoral degree.

Faculty members without earned doctoral degree must address the criteria for doctoral equivalency when they submit their portfolios for tenure review. The review committee as well as respective administrator (i.e., chair, dean, and Provost and Vice President for Academic Affairs) will consider doctoral equivalency at the time of making the tenure decision. Candidates without a doctorate or terminal degree can be tenured if, in addition to the criteria for tenure, they meet the requirements for doctoral equivalency. Each level of review will make a decision for tenure and a decision on doctoral equivalency.

#### Promotion for the Professorial Ranks

The professorial ranks relate to the different stages of career development and accomplishment for university faculty. Faculty members can be concurrently reviewed for both tenure and promotion in rank, (from assistant professor to associate professor or from associate professor to full professor), but the awarding of promotion can only be approved after a positive decision on tenure has been made by the FVSU president.

If promotion is granted, the new rank will go into effect at the beginning of their next contract period. Recommendations for promotion are not normally considered for persons who are currently on leave of absence. Since the earliest date faculty members without credit toward tenure are eligible for tenure is the fifth year at FVSU, only faculty members with credit toward tenure can apply for promotion to associate professor during the fifth year. At FVSU, before a faculty member submits an application for promotion, the faculty member should seek guidance from the department chair, dean, and Provost and Vice President for Academic Affairs. The minimum number of years of service required for promotion at FVSU is consistent with USG Academic Affairs Handbook, Section 4.5 ([https://www.usg.edu/academic\\_affairs\\_handbook/section4/C689](https://www.usg.edu/academic_affairs_handbook/section4/C689)):

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



- For promotion from Associate Professor to Full Professor, faculty must have served a minimum of four years as an Associate Professor

\*The number of years (e.g., 3, or 4 is commensurate with the number of Annual Performance Evaluations completed (see section below for annual performance evaluation).

In addition to the above minimum requirements, promotion to the rank of PROFESSOR at FVSU requires the terminal degree in the appropriate discipline or its equivalent in training, ability, or experience. Neither the possession of a doctorate nor longevity of service is a guarantee of promotion (BoR Policy Manual, Section 8.3.6.3).

### Promotion and Tenure Policy

Dr. Paul A. Jones, President

Dr. Olufunke Fontenot, Provost and Vice President for Academic Affairs

### Promotion and Tenure Taskforce Members

Dr. Beth Day-Hairston, Dean, College of Education and Professional Studies (Co-Chair)

Dr. Jerry Haywood, Chair, Department of Behavioral & Social Sciences (Co-Chair)

Dr. Celia Dodd

Dr. Komanduri Murty

Dr. Felicia Jefferson

Dr. Rayton Sianjina

Dr. George Mbata

Dr. Mark Smith

Dr. George McCommon

Dr. Xiangyan Zeng

Dr. Rebecca McMullen

### Preamble

The USG BOR, at its meeting on October 12-13, 2021, approved revisions to BOR Policy on Post-Tenure and Annual Review (8.3). The effective date of the policy is October 13, 2021.

The USG stipulated that all USG institutions "shall establish definite criteria consistent with the BOR policies, the Academic and Student Affairs Handbook, and the institution's statutes against which each faculty member's performance will be evaluated. The criteria shall include evaluation of instructions, student success activities, research/scholarship, and service appropriate to the faculty member's institution, school or college, department, and responsibilities. The language and criteria will be submitted to the USG Academic Officer for review and approval." See the attached Board Policy Revisions: Post-Tenure and Annual Review (8.3)

Provost Olufunke Fontenot convened a task force in February 2022 and charged the task force with completing the following tasks:

- Conduct a comprehensive review and update of the current FVSU annual performance review and Promotion and Tenure Policies, including the Guidelines for Promotion and Tenure Applications. All changes must be in alignment with BOR Policy and Academic Affairs Handbook.
- Include in the revision and update the approved revision to BOR Policy and Post Tenure and

Annual Review (8.3) --- approved October 12-13, 2021. Specifically, policies related to post-tenure review (expansion of the use of Annual Evaluations for Tenured Faculty) and the addition of Student Success as a critical element of faculty evaluation

- Determine whether the new student success element will be a stand-alone category or integrated as an element in one or all the current categories (teaching, scholarship, and service)
- Create clear, transparent, and evidence-based criteria for annual evaluations and post-tenure review for faculty performance in each assessed category, including the new Student Success category.
- Per USG stipulation, annual faculty evaluations should utilize the following Likert scale
  - Not Successful/Not Satisfactory
  - Partially Successful/Emerging
  - Successful
  - Superior
  - Exemplary
- Organize as subcommittees as deemed necessary to effectively accomplish the task of the Task Force
- Consult widely with faculty and staff
- Submit status reports on the student success element and the PTR at two intervals—March 30, 2022 (due to USG, April 1, 2022) and August 30 (due to USG September 1, 2022).
- Submit a final draft to the Provost/VPAA no later than October 10, 2022 (due to USG no later than October 17, 2022)

Facilitate the approval of the final PTR through the formal shared governance process—November- December 2022.

### Policy/Expectations - Students

After completing the survey, A student success definition was created by the Taskforce and is included below.

Student success is composed of core components that contribute to students' achievement while matriculating at Fort Valley State University. These components include academic achievement, student research, student personal development, student outreach and community engagement, and appreciation of diversity.

- Indicators of support and development of Student Success by FVSU should be imbedded in the individual Teaching, Research, and Service faculty roles rather than be considered as a global institutional indicator.
- The following Role Components have been identified and adapted for use
  - Teaching
    - Instructional Design
    - Instructional Delivery
    - Instructional Assessment

- Scholarship
  - Proficiency – maintaining expertise in content area – keeping up with research
  - Discovery/Creation – conducting research/artistic creative accomplishments
  - Dissemination - all sorts of “publishing” including refereed journals, newsletters, keynote addresses, etc.
- Service
  - To the institution (University, College, Department, program)
  - To the Profession and/or Community (Service within the discipline)
- The evaluation of the respective categories will be based on a 5-point Likert evaluation scale based on the specification of required and optional activities which define each point on the scale.
- Portfolio reviewers will use the evaluation worksheet developed to define specific faculty performances in the Teaching, Scholarship, and Service roles so as to permit evaluation using the 5-point Likert scale.
- The various identified Student Success support indicators are embedded in these activities. Thus, the faculty evaluation system, will use a more comprehensive structure that enables both the inclusion of Student Success variables as part of the faculty evaluation system and the 5- point scale to represent levels of faculty performance. The faculty annual performance, as represented by a number derived from the 5-point scale, will be used for promotion, tenure, and post-tenure review decisions.

### Academic Freedom & Tenure

The University subscribes to and endorses statements published by the American Association of University Professors (AAUP) that define the academic responsibilities of faculty members (Excerpts from the 1990 Edition of the AAUP Policy Documents and Reports, pp. 3-4, 77-78). The Document is on file at the Hunt Memorial Library in the general reserve section.

### Academic Freedom

The faculty members are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties. It is to be noted that any research for pecuniary returns should be based upon an understanding with the university's administration.

Faculty members are entitled to freedom in the classroom in discussing their subject in the spirit of critical thinking, but they should be careful not to introduce into their teaching controversial matter, which has no relation to the subject matter under discussion.

College or university faculty members 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 be cognizant of the fact that the

public might 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.

Faculty members who feel that their academic freedom has been violated are entitled to redress via petition to the department head or dean, whoever is the next-level supervisor. The petition must outline the specific violations of academic freedom, the individual to whom the allegation(s) is(are) directed, and any and all other pertinent information necessary to decide upon the validity of the allegations. The department head/dean will forward the petition to the Provost and Vice President for Academic Affairs, who will convene a faculty committee to review the allegations and report its findings to the Provost and Vice President for Academic Affairs.



## Faculty Evaluation System

### FVSU's Policies

#### UNIVERSITY SYSTEM OF GEORGIA POLICIES

BOARD OF REGENTS POLICY MANUAL: 8.3.5 Evaluation of Personnel (8.3.5.1 Faculty) ACADEMIC AFFAIRS HANDBOOK: 4.4 Faculty Evaluation Systems; 4.8 Evaluation of Faculty

FVSU is committed to attract diverse and competent student body with a wide range of educational goals and to maintain strong connections with the communities it serves. Therefore, FVSU is highly valued as a resource for educational, economic, social, and cultural advancement of all its stakeholders.

FVSU recognizes that faculty members in the academic colleges and departments work collectively and collaboratively to advance its mission, though their roles and responsibilities may vary widely across the institution. Each college and its respective departments may focus on certain aspects of the institutional mission as a way of distinguishing their contribution from other colleges and departments. For example, the College of Agriculture may focus heavily on research and extension services, while the College of Arts and Sciences may focus primarily on teaching and advising students. In any case, the missions of all academic units are expected to align and be consistent with the overall mission of the university. Because the department tenure and promotion guidelines are discipline-specific and are approved by the respective college deans as well as the Provost and Vice President for Academic Affairs, department guidelines shall serve as the primary basis for tenure and promotion decisions. Further, the rationale for tenure and promotion (T&P) decisions at all levels shall be communicated to candidates through letters with specific and detailed reference to the department review guidelines along with appropriate references to the college and university guidelines. Any revisions pertaining to departmental guidelines shall carry the date of approval/adoption; and shall become effective 12 months following their adoption unless individual faculty member opts to be reviewed under revised guidelines. A copy of the *Approval Form for Department Promotion and Tenure Guidelines* shall accompany as a cover sheet to the department guidelines included in all faculty review portfolios for pre-tenure, tenure, promotion, and post-tenure.

Faculty annual evaluation is not an option at FVSU. Annual evaluations and reviews take place at regular intervals as required by the governing policies of the USG's BOR 8.3.5.1 & 8.3.7.; and, the guiding policies established by FVSU, its colleges, and academic departments. Following are the routine annual evaluations that faculty members (based on their rank and tenure status) are subjected to undergo (notwithstanding any additional evaluations warranted by extenuating circumstances).

- Detailed annual performance review of faculty activities encompass teaching; undergraduate/graduate student success activities; research/scholarship/creative activity or academic achievement; professional service to the institution or community; and continuous professional growth appropriate to FVSU's mission, the college, and the department.
- Pre-tenure review for tenure-track faculty for assessing progress toward tenure in third year

- Tenure review during the fifth year of eligible service for tenure-track faculty with a minimum rank of Assistant Professor
- Post-tenure review for tenured faculty with professional rank after every five years unless a faculty member request in writing an intent to submit an early review for post-tenure within six weeks of scheduled period for reviews.

In all the above reviews, the relative emphasis of faculty professional activities in the areas of performance and evaluation at FVSU must align with the focus of their academic unit and with the mission of the University. FVSU recognizes flexible faculty roles in promoting their rich diversity of talent as a way of maximizing the strengths and talents of individual academic units and their faculty members. It is understood that FVSU handbook does not cover the full breadth of evaluative measures available to various colleges and departments. However, in this Section, such terms as “shall,” “must,” and “will” signify a strict binding, a compliance requirement to be adhered to by all colleges and departments, in terms of substance and procedure, as appropriate. On the other hand, such terms as “may,” “can,” “might,” or “should” merely signify a suggestive indication that does not require a binding on the part of colleges and/or departments. Each college and its individual academic department will establish tailored written guidelines, consistent with the Faculty Handbook and BOR policies, that specify evaluative criteria appropriate to their disciplines, describe how the focus of their units fits within the mission and the core values of the University. These guidelines must delineate which activities will receive emphasis in annual evaluation reviews, in pre-tenure, tenure and promotion decisions, and in post-tenure evaluation of faculty in their units. Each department and college may develop a process for establishing guidelines. The process, the resulting guidelines, and any revisions to the guidelines must also be approved by the full-time permanent faculty in the department or college, as appropriate, the department chair (for the department guidelines), the College Review Committee, the dean, and the Provost and Vice President for Academic Affairs.

### Overview of the Evaluation of Faculty Responsibilities

The four basic performance areas, three of which faculty may be evaluated at FVSU are teaching, scholarship and service: and administration and leadership (when applicable). During the annual evaluation goal setting process, the individual faculty member and department chair (with the Dean's approval), based on institutional mission and needs, as well as the expertise of the faculty, will set the relative emphasis (weight) to given to each of three agreed upon performance areas. In most cases, these three performance areas will not include the fourth category: administration and leadership. However, faculty with significant administrative responsibilities (e.g., Department Chairs, Deans, Directors, etc.) will be allowed to select the fourth category as one of their three agreed upon performance areas. In every possible case, a faculty member's total workload expectations should be balanced in a manner that ensures the faculty member has the time to meet at least the minimum expectations in each of the three agreed upon performance areas. In all cases, faculty performance shall be evaluated based on the evidence of quality and significance of the faculty member's accomplishments in his or her respective areas of emphasis.

### Basic Categories of Faculty Performance

- Teaching
  - Instructional Design
  - Instructional Delivery
  - Instructional Assessment
- Scholarship
  - Proficiency – maintaining expertise in content area – keeping up with research
  - Discovery/Creation – conducting research/artistic creative accomplishments
  - Dissemination - all sorts of “publishing” including refereed journals, newsletters, keynote addresses, etc.
- Service
  - To the institution (University, College, Department, program)
  - To the Profession and/or Community (Service within the discipline)

### Administration & Leadership (when applicable)

Teaching: This category of faculty performance refers to a wide variety of instructional activities that engage faculty peers and others to facilitate student learning. Teaching effectiveness at FVSU shall be assessed and evaluated not only from the perspective of the teacher’s pedagogical intentions but also from the perspective of student learning along with student success indicators.

Faculty members are encouraged to disseminate their best teaching practices to appropriate audiences and to subject their work to critical review. In addition to documenting teaching effectiveness in terms of student learning, faculty should provide other measures of teaching effectiveness, such as teaching awards, examples of student work and responses, feedback and recognition from local, state, and national organizations, evidence of handling diverse and challenging teaching assignments, securing grants for curriculum development or teaching techniques, accomplishments involving community-engaged pedagogy, or contributions to the achievement of departmental teaching-related goals.

Depending on the faculty member’s context, evaluation of teaching and curricular contributions shall not be limited to classroom activities, but will also focus on the quality and significance of a faculty member’s contributions to larger communities, for example, through activities such as curriculum development, community-engaged teaching practices, program assessment, student advisement and mentoring, public lectures and workshops, teaching abroad and international exchange, and student engagement.

Whatever the individual’s relative emphasis *in the other two agreed upon* performance areas, all faculty members are expected to devote at least 5% to the area of teaching.

Scholarship: Scholarship FVSU is broadly defined as a wide array of activities that contribute to the advancement of knowledge, understanding, application, problem solving, aesthetics, and

pedagogy in the communities served by the University and within the field of the faculty member conducting the activity. These professional activities become recognized accomplishments when the work exhibits the use of appropriate and rigorous methods, is formally shared with others, and is subject to informed critique and review. Accomplishments shall be judged in the context of their use of current knowledge, their impact on peers and communities who are stakeholders in the processes, and the products of the research and creative activities. In evaluating scholarship, an attempt should be made to determine the quality and significance of the faculty member's accomplishments.

Contributions to the development of collaborative, interdisciplinary, cross-institutional, international and/or global, or community-engaged research activities are highly valued. Documenting collaborative research might involve evidence of individual contributions (e.g., quality of work, completion of assigned responsibilities), work facilitating the successful participation of others (e.g., skills in teamwork, group problem solving); and/or the development of sustained partnerships that involve the mutually beneficial exchange of knowledge and resources. FVSU recognizes grantsmanship, publishing in pedagogical and academic journals or making educationally focused presentations at disciplinary and inter-disciplinary gatherings and professional conferences that advance research practices, the scholarship of teaching, and curriculum innovation or practice.

In certain fields such as writing, literature, performing arts, fine arts and broadcast media or related fields, distinguished creation should receive consideration equivalent to that accorded to distinction attained in more traditional areas of research. In disciplines such as music, activities such as conducting and directing, choreography and composition, etc. are evidence of a candidates' creativity.

Whatever the individual's relative emphasis in *the other two agreed upon* performance areas, all faculty members are expected to devote at least 5% to the area scholarship.

**Service:** Professional service involves the application of a faculty member's academic and professional skills and knowledge to the completion of tasks that benefit the University, the community, or the profession. Whatever the individual's relative emphasis in the performance areas, all faculty members are expected to devote at least 5% and up to 10% of their time (not including faculty members with an agricultural outreach emphasis) to the service activities essential to the functioning of the institution. Institutional service is a vital part of faculty governance and should be recognized in the faculty annual evaluation process.

Service to communities external to the university and the profession are highly valued and frequently enhances teaching and scholarship activities. External service might also include developing linkages with partner institutions both locally and globally.

In all types of service, the evaluation of faculty members shall focus on the quality and/or significance of the service conducted. Faculty under review shall provide a narration of the products or outcomes of her or his accomplishments, supported by such documentation as is available. Examples of acceptable service-related documentation include but are not limited to:



- Letters of appointment
- Copies of minutes
- Copies of products developed.
- Email correspondence concerning service activities.

#### Letters from committee chairs or fellow committee members where appropriate

Administration & Leadership (when applicable): The category of administration and leadership covers those activities that some faculty and most administrators carry out. Such activities include faculty development, fundraising, fiscal management, personnel management, public relations, and other activities that are not traditionally captured in one of the other three performance areas. This area applies primarily to administrative faculty, but it is available to teaching faculty who spend a significant part of their time on administrative tasks (e.g., developing or directing a program). Faculty evaluated in this area must clearly articulate their goals and document the quality and significance of their activities and achievements in the same manner as in any of the other areas. Time and effort percentage to be determined by the faculty member and their direct supervisor.

Faculty in administrative and leadership positions are often not directly engaged in teaching, supervision and mentoring of students, research and creative activity, and professional service in the same way as other faculty. As such, these faculty members should demonstrate the quality and significance of their leadership and administration, especially how effectively they foster the requisite fiscal, physical, interpersonal, intercultural, international, and intellectual environment for achievement in these areas.

For example, leadership in teaching could include how the administrator assisted unit colleagues to achieve more scholarly and effective teaching. In research, an administrator might document leadership by showing how the administrator aided unit colleagues in their efforts to improve the quality and significance of their research. In service, leadership could be demonstrated by showing how the administrator encouraged and assisted unit colleagues to engage in more scholarly and effective service. In summary, administrative faculty act as leaders by assisting colleagues in their unit to achieve and surpass University, college, and departmental goals in teaching, supervision and mentoring of students, research and creative activity, and professional service.

#### Research Faculty with Professional Ranks

Research Faculty with Professional Ranks are expected to engage in scholarly and creative research appropriate to their discipline; establish a research program; obtain independent research grants and contracts as principal investigators; direct student research; represent FVSU at local, regional and national forums; and provide extension services, when needed. These expectations apply to both part-time and full-time research faculty. Though their primary activity is research and scholarship, they may undertake minimal teaching assignment if their departments and deans see it desirable and does not interfere with their aggressive research agenda.

All research faculty positions are non-tenure tack, and therefore, they are not eligible for the award of tenure or probationary credit toward tenure. There shall be no administrative transfers between tenure track and Research track faculty positions. However, faculty holding one type of position may apply for an open position of the other type and be considered through the normal search and screening process. Like the other non-tenure track faculty, they are subject to annual performance evaluation and multi-year performance review, with the presumption of renewal for the next academic year, unless otherwise notified in writing by Provost and Vice President for Academic Affairs or President; or their grant/contract or other funding support expires. They follow the same review process and timeline as tenure-track faculty. Research faculty with professional ranks are eligible to apply for promotion (BOR, Academic & Student Affairs Handbook 4.5) upon completion minimum consecutive years of full-time service as specified below:

For Promotion to	Minimum Service in Rank
Associate Professor	*4 years as Assistant Professor
Professor	*5 years as Associate Professor

\*The number of years (e.g., 3, 4, or 5) is commensurate with the number of Annual Performance Evaluations completed (see section 3.6 above for annual performance evaluation). The review process for promotion of these individuals is similar to that of tenure-track/tenured faculty.

Administrative Faculty Members are those with administrative matters as their primary area of responsibility. They have academic faculty rank and normally located within the Academic Affairs Office.

### Determining Relative Emphasis in Areas of Performance

Faculty expectations in the three or four areas (as applicable) will typically be weighted in the following combinations:

- Teaching Emphasis: Largest percentage of effort is in teaching and the remaining effort is distributed across the remaining two or three areas. A minimum of 5% effort must be committed to scholarship, and professional service, respectively. The specific percentage of workload effort in these categories may vary across faculty with a teaching emphasis.
- Scholarship Emphasis: Largest percentage of effort is in research and scholarship and the remaining effort is distributed across the remaining two or three areas. A minimum of 5% effort must be committed to teaching and service, respectively. The specific percentage of workload effort in these categories may vary across faculty with a scholarship emphasis.
- Balanced Teaching and Scholarship Emphasis: The emphasis in teaching and scholarship is relatively balanced and the remaining effort is distributed to either or both professional service, administration, and leadership. A minimum of 5% effort must be committed to professional service. The specific percentage of workload effort in these categories may vary across faculty with a balanced teaching and scholarship emphasis.
- Balanced Teaching and Professional Service Emphasis: The emphasis in teaching and service is relatively balanced and the remaining effort is distributed to either or both scholarship, administration, and leadership (when applicable). A minimum of 5% effort

must be committed to scholarship. The specific percentage of workload effort in these categories may vary across faculty with a balanced teaching and professional service emphasis.

Administration and Leadership Emphasis (when applicable) – Largest percentage of effort is in administration and leadership and the remaining effort is distributed across the remaining two or three areas. A minimum of 5% effort must be committed scholarship. *For administrators with faculty rank who have 75% or more effort in administration and leadership, a minimum of 5% effort must be committed to either scholarship or teaching.* The specific percentage of workload effort in these categories may vary across faculty with an administration and leadership emphasis.

### Criteria for Selecting Promotion & Tenure Committees

As the University transitions into the new proposed Evaluation System, it is necessary for the University to continue to have an established process in place for promotion and tenure candidates. This transitional phase will follow the current process and the selecting criteria for committees will be as followed:

University Level Appeals Committee: The Promotion and Tenure Committee Chairs, serving at the departmental, college and institutional levels, shall comprise the Institutional Appeals Committee. This committee responds to appeals submitted from faculty members denied promotion and/or tenure at the institutional level. The Appeals Committee members will vote to uphold or reverse the decision of the Institutional Committee. The final decision of the Institutional Appeals Committee shall be submitted in writing to the Provost and Vice President for Academic Affairs.

Promotion & Tenure Committee at University Level: The Provost and Vice President for Academic Affairs shall hold open elections to select tenured faculty at the associate professor and/or professor ranks to serve on the Institutional Promotion and Tenure Committee. There shall be representatives from each college and balance shall be achieved according to the units within the College. Any faculty member who is a candidate for review shall be deemed ineligible to serve on a Promotion and Tenure Committee at any level for that academic year. Furthermore, should any faculty member be elected to serve on multiple P&T committees, he or she shall cast a vote only once on any candidate up for review. For example, if the faculty member votes on a candidate at the departmental level, then he or she will be deemed ineligible to vote on that same candidate at college and/or institutional level(s). The Provost and Vice President for Academic Affairs shall appoint a University Level Nominations/Election Committee to oversee the following activities:

- That Committee will have the responsibility to gather nominations for the Institutional Level Promotion and Tenure Committee, verify the eligibility and acceptance of the nominees, construct the ballot, and conduct the elections for that committee.
- Nominations shall be submitted to the University Level Nominations/Election Committee by the second Tuesday in April, with elections to take place in April during the University Level faculty meeting.
- The ballot shall contain at least five nominees representing all colleges (satisfying

aforementioned criteria). All candidates shall be identified on the ballot by their rank, college, and department. In the case of a tie, the University Level Nominations/Elections Committee will conduct run-off elections (during that same election meeting) until a candidate emerges with a majority vote.

- Members of the University Level Nominations/Election Committee shall be elected annually. Members may not serve consecutive terms.

**Promotion & Tenure Committee at College Level:** The Dean of the College shall hold open elections to select tenured faculty at the associate professor and/or professor ranks to serve on the College Level Promotion and Tenure Committee. There shall be representatives from within the college and balance shall be achieved according to the units within the College. A minimum of four individuals shall be elected. Any faculty member who is a candidate for review shall be deemed ineligible to serve on a Promotion and Tenure Committee at any level for that academic year. Furthermore, should any faculty member be elected to serve on multiple P&T committees, he or she shall cast a vote only once on any candidate up for review. For example, if the faculty member votes on a candidate at the departmental level, then he or she will be deemed ineligible to vote on that same candidate at college and/or institutional level(s). Additionally, the Dean of the College shall appoint a College Level Nominations/Election Committee.

- That Committee will have the responsibility to gather nominations for the College Level Promotion and Tenure Committee, verify the eligibility and acceptance of the nominees, construct the ballot, and conduct the faculty elections for the College.
- Nominations shall be submitted to the College Level Nominations/Election Committee by the fourth Thursday in March, with College Level elections to take place in April at the College Level faculty meeting.
- The ballot shall contain at least four nominees across academic departments in the college (satisfying aforementioned criteria). All candidates shall be identified on the ballot by their rank and department. In the case of a tie, the Nominations/Elections Committee will conduct run-off elections (during that same election meeting) until a candidate emerges with a majority vote.
- Members of the College Level Nominations/Election Committee shall be elected annually. Members may not serve consecutive terms.

**Promotion & Tenure Committee at Departmental Level:** The Department Chair shall hold an open election to select tenured faculty at the associate professor and/or professor ranks to serve on the Departmental Committee on Promotion and Tenure. Balance shall be achieved according to the major programs within the Department. If there are insufficient numbers of qualified individuals to constitute a departmental committee, faculty from related disciplines may be invited to participate provided, when applicable, they constitute less than a majority of those voting. A minimum of three individuals shall constitute the committee. Any faculty member who is a candidate for review shall be deemed ineligible to serve on a Promotion and Tenure Committee at any level for that academic year. Furthermore, should any faculty member be elected to serve on multiple P&T committees, he or she shall cast a vote only once on any candidate up for review. For example, if the faculty member votes on a candidate at the departmental level, then he or

she will be deemed ineligible to vote on that same candidate at college and/or institutional level(s). Additionally, the Department Chair shall appoint a Departmental Level Nominations/Election Committee.

- That Committee will have the responsibility to gather nominations for the Departmental Level Promotion and Tenure Committee, verify the eligibility and acceptance of the nominees, construct the ballot, and conduct the elections for that committee.
- Nominations shall be submitted to the Departmental Level Nominations/Election Committee at least one week prior to the department's regularly scheduled faculty/staff meeting in March, with elections to take place during that meeting.
- The ballot shall contain at least three nominees (satisfying aforementioned criteria). All candidates shall be identified on the ballot by their rank, college, and department. In the case of a tie, the Departmental Level Nominations/Elections Committee will conduct run-off elections (during that same election meeting) until a candidate emerges with a majority vote.
- Members of the Departmental Level Nominations/Election Committee shall be elected annually. Members may not serve consecutive terms.

#### General Expectations for Tenure, Promotion, & Post-Tenure Review

Tenure: Academic tenure at the University assures continuous appointment to its faculty from contract year to contract year, except under conditions of dismissal for cause or financial exigencies. The awarding of tenure is a highly important decision through which the University makes a major commitment to individual faculty members well into the future. Years of service or satisfactory annual reviews alone do not constitute adequate basis to qualify for tenure. It should only be granted to those faculty members whose achievements meet or exceed the quality and significance expected of their current rank and who demonstrate potential for long-term effectiveness at the University. All tenure-track faculty members are expected to produce scholarship in at least one performance area. This scholarship must be consistent with departmental, college, and university guidelines, and it must clearly document quality and significance to review parties beyond the department. Only under exceptional circumstances will a candidate be recommended for tenure without at least one form of scholarship as articulated in approved tenure and promotion guidelines. In awarding tenure, the University recognizes the long-term value of the faculty member to the institution and ensures them the academic freedom that is essential to an atmosphere conducive to the proper operation of the University.

The review for tenure involves a retrospective evaluation of how well a faculty in a tenure-track position has met the needs and expectations of the University during the probationary period (normally five years). Perhaps the greatest value of that retrospective analysis lies in how well it leads to the judgment of colleagues about the individual's prospects for future contributions and achievements as a FVSU faculty colleague. The fundamental issue underlying the tenure decision is whether, in the reasonable judgment of teaching and administrative faculty colleagues, the faculty member will continue to meet institutional needs and expectations in the future. Based on BOR policy 8.3.7.3, tenure requires the earned doctorate or its equivalent in training, knowledge,

and/or experience. Neither the possession of the doctorate nor longevity of service shall be viewed as a guarantee of tenure.

The entire tenure review process has two major parts: the pre-tenure review and the tenure review. The timing of these two parts depends upon several factors stipulated at the initial employment in the professorial ranks. Because this review process normally starts at the beginning of the academic year, a third-year pre-tenure review considers only two years of service, and a tenure review in the fifth year considers only four years of service. In exceptional cases, the University president may approve an outstanding distinguished senior faculty member for the award of tenure upon the faculty member's initial appointment under the following circumstances (BOR policy (8.3.7.4): appointed as associate or full professor, was tenured at a prior institution, and brings a demonstrably national reputation to FVSU. In most cases, the president will consult the Tenure & Promotion Committee and Chair of the department hosting the faculty member before awarding tenure. If the person is being appointed to an administrative position and has not previously held tenure, the award of tenure must be approved by the BOR.

**Pre-tenure Review:** As mentioned earlier, the first of the two-part tenure review process is a pre-tenure review that takes place in the third year of a tenure-track faculty member from the time of his/her appointment. All tenure-track and tenured faculty eligible for promotion and/or tenure must undergo a third-year review. For tenure-track faculty, the purpose of this third-year review is to assist faculty members in determining whether they are making appropriate progress toward tenure and to assess their potential readiness for the option of promotion (for tenure-track assistant and associate professors) at the time of their tenure review. The successful third year review does not guarantee a tenure, post-tenure, and/or promotion decision, but rather, provides feedback to the faculty member as to his or her strengths and weaknesses. At each level of the review, a summary letter will be produced outlining how the faculty member is progressing toward meeting or not meeting the expectations for tenure and/or promotion along with specific suggestions for maintaining and enhancing further preparations for a successful tenure decision in the future. These third-year review letters and the descriptive assessments they contain become part of the individual's portfolio for the later review.

**Tenure Review:** The second of the two-part tenure review process takes place immediately prior to the end of the probationary period, i.e., in the fifth year of the appointment to the tenure-track position (with a successful application to result in tenure awarded after the conclusion of the fifth and final year of the probationary period), unless otherwise specified. This second review component leads to a tenure decision. All tenure-track faculty members are required to undergo this review. Any probationary credit given to a tenure-track faculty member based on prior experience shall not exceed three years and be consistent with BOR Policy Manual 8.3.7.4, Academic and Student Affairs Handbook, 4.4.1. In every such case, a probationary credit will be noted in writing before the faculty member is employed and individual faculty member can apply it toward his/her tenure. If applied toward tenure, the probation credit plus the number of years of service at FVSU must match the minimum probationary period of five years, and the tenure portfolio will include evidence from the credited time and must include evidence of relevant work experience prior to employment at FVSU. The amount of the probationary period at FVSU must be

continuous unless the interruption is permitted due to a leave of absence or for part-time service, which must not, in either case, exceed two years. A faculty member who is granted three years of credit toward tenure may skip the third-year pre-tenure review.

An administrative faculty member, who is appointed without academic rank or with a part-time employment, is not on track for tenure. Part-time faculty, adjunct faculty, and temporary or visiting faculty (full-time or part-time) are neither eligible for nor accrue any credit toward tenure. Thus, they are not eligible for any probationary credit if they are hired later into a regular permanent faculty status at FVSU. Although lecturers and senior lecturers are also not tenure-track positions, the BOR policy (8.3.8) provides for consideration of probation credit, should they be hired into tenure track faculty positions later.

Academic college deans and department chairs are appointed as tenure-track teaching faculty members. Tenure does not reside in an administrative position. Therefore, deans and chairs will undergo a similar tenure-track review process as other tenure-track faculty. Once tenured as a faculty member, an individual does not lose tenured status as a function of changing positions, responsibilities, or departments at the University.

Tenure-track faculty, who are not recommended for tenure during their required fifth-year review may reapply during their sixth year. If not recommended for tenure during after their second review (during their sixth-year), they will automatically receive a one-year terminal contract and formal notice indicating that they will not receive another employment contract after their seventh year.

In exceptional cases, faculty members without a doctorate degree may be required to demonstrate that their credentials are equivalent to the earned doctorate degree. In such circumstances, the following criteria will be utilized as a guideline for faculty committees and administrators who will use their professional judgments to recommend doctoral equivalency as a tenure application begins in the tenure and promotion committee of the relevant department and follows the procedural path for all tenure reviews. Required criteria for doctoral equivalency include:

- Holding a master's degree in the appropriate discipline
- Demonstrating broad and in-depth knowledge and understanding of the body of information in the discipline
- Demonstrating the ability to implement one's own research and creative activity agenda, to apply research and creative methodologies, and to produce nationally recognized scholarship that meets the criteria for quality and significance outlined in departmental guidelines

Several other factors may be considered in determining doctoral equivalency, including the following evidence of support:

- Completing graduate coursework in the discipline beyond the master's degree
- Holding appropriate professional licensure or certifications in the discipline
- Achieving a leadership position in and/or honours and awards from a professional society

or societies that indicate regional, national, and/or international peer recognition of professional accomplishments.

- Having professional work experience relevant to the faculty member's teaching assignments that are significant in level of responsibility and duration.
- Other discipline-specific achievements that warrant the level of knowledge equivalent to doctoral degree.

Faculty members without earned doctoral degree must address the criteria for doctoral equivalency when they submit their portfolios for tenure review. The review committee as well as respective administrator (i.e., chair, dean, and Provost and Vice President for Academic Affairs) will consider doctoral equivalency at the time of making the tenure decision. Candidates without a doctorate or terminal degree can be tenured if, in addition to the criteria for tenure, they meet the requirements for doctoral equivalency. Each level of review will decide for tenure and a decision on doctoral equivalency.

### Promotion for the Professorial Ranks

The professorial ranks relate to the different stages of career development and accomplishment for university faculty. Faculty members can be concurrently reviewed for both tenure and promotion in rank, (from assistant professor to associate professor or from associate professor to full professor), but the awarding of promotion can only be approved after a positive decision on tenure has been made by the FVSU president. Since the earliest date faculty members without credit toward tenure are eligible for tenure is the fifth year at FVSU, only faculty members with credit toward tenure can apply for promotion to associate professor during the sixth year. At FVSU, before a faculty member applies for promotion, the faculty member should seek guidance from the department chair, dean, and Provost and Vice President for Academic Affairs. The minimum number of years of service required for promotion at FVSU is:

For Promotion to	Minimum Service in Rank
Associate Professor	*4 years as Assistant Professor
Professor	*5 years as Associate Professor

\*The number of years (e.g., 3, 4, or 5) is commensurate with the number of Annual Evaluations completed.

### Non-Tenure-Track Faculty

Lecturers and Senior Lecturers are expected to be highly effective with their primary responsibility for teaching, supervising, and mentoring students. Their annual performance evaluations, unless otherwise specified, will be limited to their teaching responsibilities, attendance at departmental meetings, and participation on appropriate department committees. The heavy teaching load of these faculty members, including multiple sections of undergraduate courses, will constitute a full workload and offsets other responsibility that tenure-track/tenured faculty members expected to fulfill at FVSU. The BOR policy (8.3.4.3) requires full-time lecturers and senior lecturers are to be appointed by the institution on an annual basis, with the presumption of reappointment for the



subsequent year unless notified in writing as follows:

- Lecturers with full-time service record of less than three years at FVSU will be notified of non-reappointment as soon as possible, but no specific notice is required;
- Lecturers with three or more years but less than six years of full-time service to FVSU will be notified of non-reappointment in at least 30 calendar days prior to the institution's first day of classes of the semester;
- Senior Lecturers and Lecturers with six or more years of full-time service to FVSU will be notified of non-reappointment in at least 180 calendar days prior to the institution's first day of classes of the semester.

Lecturers must submit a portfolio for promotion to Senior Lecturer after five consecutive years of service. The BOR policy (Academic & Student Affairs Handbook 4.5) mandates a minimum full-time service of two consecutive years at the institution to be qualified for applying to the promotion of senior lecturer. The same committees used at departmental, college and institutional levels for promotion of tenured and tenure-track faculty will review the applications for promotion to senior lecturers. The process will begin with the Department Review Committee, and then proceed to the department chair, then college level committee, dean, institutional committee, Provost and Vice President for Academic Affairs, and president. Upon the completion of the review, those who did not receive favourable recommendation for promotion to the rank of senior lecturer will receive a terminal contract for one-year immediately following the year of review for promotion (BOR policy 8.3.8.1 and 8.3.8.2).

### Post-Tenure Review

According to Board of Regents (BOR) Policy 8.3.5.4, the post-tenure review process shall support the further career development of tenured faculty members as well as ensure accountability and continued strong performance from faculty members after they have achieved tenure.

### Post Tenure Review Policy

Post-tenure review for tenured faculty with professional rank after every five years unless a faculty member request in writing an intent to submit an early review for post-tenure within six weeks of scheduled semester reviews. The purpose of post-tenure review is not for reconsideration of the faculty member's tenure status. Instead, it is a comprehensive five-year performance review which occurs after an individual receives tenure through the tenure process. The primary evidence to be considered by review committees/administrators for post-tenure review consists of the five most recent annual evaluations and current curriculum vitae. The faculty member must achieve the minimum Overall Composite Rating (OCR) as indicated by policy. Post-tenure review is way of assessing the strengths and weaknesses in the quality performance of a tenured faculty member. The overall outcome of the assessment will be categorized as either:

5) Exemplary in Post-Tenure Performance; 4) Superior in Post-Tenure Performance, 3) Successful in Post-Tenure Performance. 2). Partially Successful in Post Tenure Performance. 1) Not Successful in Post-Tenure Performance

Basic guidelines for differentiating between these categories are based on the five-point Likert scale and are as follows:

**Exemplary:** An Exemplary review will consist of consistently positive scores in the annual reviews for all five years covered under the current post-tenure review in Teaching, Scholarship, and Service, and the candidate has received an OCR of 4.21 or higher in the post-tenure review.

**Superior:** A Superior in Teaching, Scholarship, and Service has been sustained in annual performance reviews with four or more positive annual reviews over the last five years, and the candidate has received an OCR score of between 3.41 and 4.20 in the post-tenure review.

**Successful:** A Successful in Teaching, Scholarship, and Service has been sustained in annual performance reviews three of the past five years, and the candidate has received an OCR score of between 2.61 and 3.40 in the post-tenure review.

**Partially Successful:** A Partially Successful in Teaching, Scholarship, and Service has been sustained in annual performance reviews for three or more of the past five years, and the candidate has received an OCR of between 1.81 and 2.60 in the post-tenure review period.

**Not Successful:** Not Successful in Teaching, Scholarship, and Service has been sustained in annual performance reviews for three or more of the past five years and, the candidate has received an OCR of between 1.00 and 1.80 in post-tenure review.

In all cases where a faculty member receives the post-tenure review decision as “Partially Successful or Not Successful,” a Performance Improvement Plan (PIP) will be developed by the faculty and the department chair. The plan must include a requirement to submit materials for post-tenure review in the following year. (See PIP below)

Consistent with the BOR policy, FVSU administrators with tenured faculty rank at the level of college dean and above are not subject to post-tenure review if their duties are administrative in nature. Faculty members serving in administrative positions, including interim administrative positions, will have their post-tenure review clock reset at the end of the administrative appointment. Provost and Vice President for Academic Affairs may waive a scheduled post-tenure review for a faculty member whose written notification of retirement is formally accepted and is effective within the two-year period immediately following the next scheduled post-tenure review.

**The Right to Appeal:** The faculty member will have five (5) business days after seeing the Post-Tenure Review Report to file the written appeal. The written appeal should specifically state the factual basis for the appeal and provide documentation to support that appeal. The appeal process would begin with the department chairperson or the immediate supervisor of the faculty member. If the matter cannot be resolved by a discussion between the faculty member and the chair, the faculty member could then appeal to the dean of the appropriate college. This appeal should be submitted to the dean with appropriate notice to the department chairperson or supervisor that the appeal is taking place. Upon receipt of an appeal from a faculty member, the dean will schedule conferences to discuss the appeal with (1) the appealing faculty member and (2) with the supervisor of that faculty member. The dean shall, within five (5) business days, decide

on the validity of the appeal and inform the faculty member and department chairperson whether the appeal has been upheld or denied.

Upon receipt of the decision of the dean, if the faculty member still is in disagreement with the decision, the faculty member may appeal to the Provost within five (5) working days of receipt of the dean's decision. The Provost checks to ensure that the process for the appeal was handled appropriately. Should the Provost determine that due process was not provided, they will refer the matter back to the college dean for resolution. The Provost shall conclude their review within five (5) working days.

If the appeals review shall render a "Not Successful" ruling the faculty member will be required to work collaboratively with the department chair to develop a Performance Improvement Plan.

### Plans for Addressing Faculty Performance

There are two different plans for addressing faculty performance: a *performance remediation plan (PRP)* and a *performance improvement plan (PIP)*. For faculty who do not meet annual performance expectations a *performance remediation plan* is put in place. The purpose of this plan is to scaffold faculty growth and development, and to strengthen tenure and promotion possibilities. The second, a *performance improvement plan*, is developed after an unfavourable post-tenure review or corrective post-tenure review. The components of the PIP and the PRP plans must include the following:

- Clearly defined goals or outcomes,
- An outline of activities to be undertaken,
- A timetable,
- Available resources and supports,
- Expectations for improvement
- Monitoring strategy
- Faculty Mentor

### Performance Remediation Plan (PRP)

The Performance Remediation Plan is used to document faculty deficiencies based on the outcomes from the annual evaluation. The purpose of the PRP is designed to enable the faculty member to correct unsuccessful performance (1 or a 2 on the common Likert Scale as reference by BOR Policy 8,3,7,3) in some aspect of their role or responsibilities. The plan will be development by the faculty member and department chair and must be approved by the Dean and submitted to FVSU's Office of Academic Affairs. Two meetings during the fall semester and two during the spring semester must be held to review progress, document additional needs/resources, planned accomplishments for the upcoming review period. After each meeting, the academic administrator should summarize the meeting and indicate if the faculty member is on track to complete the PRP. Consequences for failure to meet the expectations of the PRP must be stated at the conclusion of each meeting.

### Performance Improvement Plan (PIP)

The Performance Improvement Plan is used to document deficiencies based on an unfavourable Post Tenure Review. The plan will be developed by the department chair in collaboration with the faculty member and must be approved by the Dean and submitted to FVSU's Office of Academic Affairs. Two meetings during the fall semester and two during the spring semester must be held to review progress, document additional needs/resources, planned accomplishments for the upcoming review period. After each meeting, the academic administrator should summarize the meeting and indicate whether the faculty member is on track to complete the PIP. The assessment of the PIP will take the place of that year's annual evaluation. At the conclusion of the academic year the faculty member's progress will be determined by the department chair and dean after considering feedback from a committee of faculty colleagues.

If the faculty member successfully completes the performance improvement plan, then the faculty member's next post-tenure review will take place on the regular five-year schedule.

If the faculty member fails to make sufficient progress in performance, then the institution shall take appropriate remedial action corresponding to the seriousness and nature of the faculty member's deficiencies. The President will make the final determination on behalf of the institution regarding appropriate remedial action. An aggrieved faculty member may seek discretionary review of the institution's final decision pursuant to the Board Policy on Applications for Discretionary Review.

### Portfolio Guidelines & Content for Pre-tenure, Tenure, Promotion, & Post-tenure Reviews

As the University transitions into the new proposed Evaluation System, it is necessary for the University to continue to have an established process in place for promotion and tenure candidates. This transitional phase will follow the current process and portfolio guidelines will be as followed:

The Office of Academic Affairs will notify each year to all faculty members of their next eligible reviews for promotion as well as their next required reviews for pre-tenure, tenure, and post-tenure. All faculty members must adhere to the process of the required reviews by submitting their portfolios on time. Failure to submit the required documentation on the part of a faculty member shall be considered that the individual is not meeting expectations. For all reviews, the portfolios should be arranged in the following order:

#### Section I. Forms

To be completed by the Applicant, Department Chair, Deans, Provost and Vice President for Academic Affairs)

#### Section II. Documentation

- Letter of Application (for Tenure, Promotion, Pre- or Post-Tenure Review) - This is a narrative that states why your application should be approved. It is a sell yourself narrative that summarizes (no more than 12 pages, double-spaced, 12-point type,

with one-inch margins):

- Your goals and accomplishments as a faculty member.
  - The unique or valuable contributions you have made/are making as a member of the FVSU community.
  - Accomplishments and contributions during the period under review in the following areas as appropriate:
    - Teaching (i.e., innovative teaching critical thinking, higher order thinking, technology infusion, and multiculturalism)
    - Research and Creative Activity.
    - Professional Service.
    - Administration & Leadership (when applicable).
  - Future/long-range goals as they relate to the goals of the Department and/or University.
- 
- Current Curriculum Vitae (to include a list of courses taught, funded research, publications by category: books, chapters in books, edited volumes, refereed journal articles, articles in popular publications, etc., selected professional presentations, professional, university, community service, honors, and awards. The curriculum vitae should not exceed ten pages. Please provide an electronic as well as a hard copy).
  - Evidence of Teaching Accomplishments
  - Samples of Course Syllabi (for a maximum of three courses taught over the past five years)
  - Samples of Student Evaluations, provided the University conducts said student evaluations and makes them available to faculty expeditiously (i.e., select at least five from among the different courses taught and/or courses taught of the past five years).
  - Evidence of Scholarship Activity (e.g. excerpts from conference programs and proceedings; conference presentation evaluations; title pages and abstracts from professional journal or the full article; title pages and tables of contents from books, evidence of grant solicitation; book, chapter and article reviews; copies of exhibit and performance programs; photographs of commissioned or exhibited art works).
  - Evidence of Professional Service (e.g., Committee assignment documentation; Copies of meeting minutes; Copies of products developed; Recognition by others of contributions; Evidence of statewide, regional, national, or international professional service).
  - For Administrators, evidence of the quality and significance of the faculty member's administration and leadership (e.g., documentation indicating leadership assignments, evidence of program evaluation, supervisor, peer and employee evaluations, and copies of products developed).

Beyond the material provided in each indexed section, the faculty member may wish to include one-page summary of any activity not readily supported by documentation in each relevant section.

### Due Process Following an Unsuccessful Post-Tenure Review or an Unsuccessful Corrective Post-Tenure Review

The Performance Improvement Plan will be assessed in place of the relevant year's annual review. The candidate will submit an updated portfolio, including evidence of their progress on the Performance Improvement Plan, to a new Post-Tenure Review committee, which will submit an advisory report to the candidate's chair and dean. This report will indicate whether, in the assessment of the committee, the candidate has made satisfactory progress, and if not, it will include recommendations on remediation. The committee shall provide reasons to explain its assessment and recommendation. If, after conducting a final review of appropriate materials, including the assessment of the new Post-Tenure Review committee, and allowing the faculty member an opportunity to be heard at the conclusion of the performance improvement plan, the department chair and dean determine that the faculty member has failed to make sufficient progress in performance as outlined in the performance improvement plan (or has refused to engage reasonably in the process), the department chair and dean will propose appropriate remedial action corresponding to the seriousness and nature of the faculty member's deficiencies.

Recommendations made by the Post-Tenure Review committee, department chair, dean, and others are added to the candidate's portfolio as they are completed. In each stage of the process, an individual or committee that makes a recommendation must provide a rationale for that recommendation. At each stage of the process, the faculty member can submit updated materials or provide a written rebuttal that will be attached to the final document; however, no action is required in response.

The faculty member has ten (10) business days from receiving the recommendation of the dean and department chair to request a second Post-Tenure Review committee review. Upon request to review the recommended action by the faculty member, further due process comprises the following:

- The second Post-Tenure Review committee will review the candidate's portfolio, the performance improvement plan, and the recommendation(s) of the department chair and dean. The Post-Tenure Review committee may exercise its judgment as to whether an in-person hearing is necessary. The recommendation of the Post-Tenure Review committee may be based solely on a review of the record. The Post-Tenure Review committee will issue its recommendation to the Provost and the faculty member within twenty (20) business days of the request for review by the faculty member.
- Within five (5) business days of receiving the portfolio, the performance improvement plan, and recommendation(s) from the Post-Tenure Review committee, the Provost shall send an official letter to the faculty member notifying them of the decision.
- The faculty member may appeal to the President of the institution within five (5) business days of receiving the decision from the Provost. The President's final decision shall be made within ten (10) business days and should notify the faculty member of their decision and the process for discretionary review application as provided for in Board of Regents' Policy.

- If the remedial action taken is dismissal by the President, the faculty member may complete their faculty assignment for the current semester at the discretion of the institution; however, the semester during which a final decision is issued will be the last semester of employment in their current role.
- An aggrieved faculty member may seek discretionary review of the institution's final decision pursuant to Board policy on Applications for Discretionary Review (6.26).

### Corrective Post Tenure Review

A faculty member evaluated as deficient (1 or a 2 on the common Likert Scale) in any one of the elements of teaching, scholarship, and/or service for two consecutive annual evaluations will participate in a corrective Post-Tenure Review. Note that the deficiency does not have to be in the same area; but could be a different area from one year to the next. This review will be initiated prior to the normally scheduled five-year review. The faculty member will follow FVSU's guidelines and procedures for post tenure review. If the outcome of the Corrective Post-Tenure Review is successful, the faculty member will reset the Post-Tenure Review clock. If the outcome of a corrective Post-Tenure Review does not meet expectations or needs improvement, the same process for an unsuccessful Post-Tenure Review will be followed. The institution should follow appropriate due-process mechanisms for a faculty member to appeal a corrective Post-Tenure Review as outlined above.

### FVSU Policy: Five Year Review of Academic Administrators UNIVERSITY SYSTEM OF GEORGIA POLICIES

**BOARD OF REGENTS POLICY MANUAL:** 3.2 Faculties (3.2.1 Faculty Membership: 3.2.1.2 Administrative Officers); 8.3.5 Evaluation of Personnel (8.3.5.3 Academic Administrative Officers; 8.3.5.4 Post-Tenure Review)

Academic administrators who hold faculty rank and are tenured at the institution aligned with an academic unit will receive an annual review by their appropriate supervisor and will undergo a comprehensive evaluation, such as 360° feedback assessment every five years. Each institution should specify the process and procedures for a comprehensive evaluation of academic administrators. It is intended that an academic administrator's annual and comprehensive evaluation include a review of traditional faculty activities (teaching, scholarship, and service) that align with the responsibilities of the administrator.

### Procedures

All university constituents have the opportunity to participate in the evaluation of the academic administrators. At their discretion they may complete evaluations on department chairs, deans, directors, assistant vice presidents, associate vice presidents and the Provost by using the PART IV Academic Administrators Evaluation Form. Under Georgia state law, all evaluations are considered subject to the open records law. An in-depth review of academic administrators will be conducted every five years by the supervisor.

- The five-year review clock should reset at any point an individual transfers, in either direction, between faculty and administrative roles. As per BOR policy 8.3.5.3, one review (administrator or faculty) may not substitute for another.
- The reset of the review clock makes it such that no individual is completing a five-year review in both categories simultaneously, nor would they be subjected to review in one category while actively serving in another.

The procedures shall address the distinctive nature of the administrator's work and leadership roles, include constituent feedback, and reflect that tenure is held in faculty positions, not administrative positions. (BOR 8.3.5.4) Student success can best be integrated into the Five-Year Administrative Review Form in item #6 Success at Meeting Goals and Objectives - Develops plans and strategies for achieving the goals of administrative unit.

#### Interruptions to the Post-Tenure Review Timeline

Institutions should follow existing processes to allow faculty the opportunity to pause the Post-Tenure Review timeline as are already in place at the institution.

The interim role is a unique form of service to the university, thereby necessitating specific consideration in the Post-Tenure Review process. Hence:

- Those serving in interim administrative positions should, by default, be granted a pause in the five-year Post-Tenure Review timeline.
- All interim administrators will continue with annual evaluations. However, they will not resume their five-year Post-Tenure Review cycle until back in a faculty role, unless they explicitly elect to do so.

For interim administrators who later fully transfer into regular administrative roles, it should be at their discretion as to whether time served in their capacity as interim administrators will count towards their five-year administrative review.





## EVALUATION CRITERIA

## FORT VALLEY STATE UNIVERSITY COMMON LIKERT FORM

The following scale with descriptions will be used at each stage and evaluation point of a faculty member's career, whether tenure-track or non-tenure track: annual evaluations, pre-tenure, tenure, promotion, and post-tenure. Noteworthy achievement as referenced in BOR Policy 8.3.7.3 is reflective of a 4 or 5 on the common Likert Scale below. Deficient and unsatisfactory as referenced throughout this document is reflective of a 1 or a 2 on the common Likert Scale below. (4.4 Faculty Evaluation Systems)

The scale definitions below are based on current FVSU published listings for Expected and Meritorious professional performance in Teaching, Scholarship, and Service. That is, the scale is defined in terms of the objective accomplishment of specific professional performances and not in terms of normative reference to the performances of other faculty. Further, the scale definitions are designed to ensure consistency of evaluative ratings (interrater reliabilities) across the range of the evaluators in the FVSU Faculty Evaluation process.

**Exemplary (5):** Rating for faculty based on evidence of the successful accomplishment of all Expected duties *plus* the successful accomplishment of two or more Meritorious Performances. This rating recognizes a level of exemplary professional performance that is worthy of special recognition, and which serves as a model for the FVSU Teaching Scholar.

**Superior (4):** Rating for faculty based on evidence of the successful accomplishment of all Expected Duties *plus* the successful accomplishment of at least one Meritorious Performance. This rating recognizes professional performance of a superior quality that is worthy of recognition.

**Successful (3):** Rating for faculty based on evidence of the successful accomplishment of all published FVSU Expected Duties. This rating recognizes standard acceptable professional performance at FVSU.

**Partially Successful/Emerging (2):** Rating for faculty based on evidence of the successful accomplishment of *all but one* of published FVSU Expected performances. This rating recognizes performance that does not meet the FVSU basic standard of professional performance and requires specific improvement to meet that standard.

**Not Successful/Not Satisfactory (1):** Rating for faculty whose performance is based on evidence of the failure to accomplish two or more of the Expected duties. Timely significant improved performance is required as a condition of continued employment in the position.

## Annual Report of the Faculty

Name: \_\_\_\_\_ Department: \_\_\_\_\_ Date: \_\_\_\_\_

## NEW ADAPTED FORMAT

Please attach your Professional Activities Report (PAR) containing evidence of performance in:

- I. Teaching
  - Instructional Design (including Technology Usage)
  - Instructional Delivery
  - Instructional Assessment (Outcomes Assessment & Evidenced gains in learning)
  - *Global Studies*
- II. Scholarship
  - Proficiency – Goal Setting (from page 12 in current system) and professional growth activities
  - Discovery (including grantsmanship, research, and/or Creative/Innovative works)
  - Dissemination (including Scholarly presentations and Scholarly publications)
- III. Service
  - To the Institution
    - Service to the Department (including service to the Major)
    - Service to the College
    - Service to the University (including University Service and Service-Learning Initiatives)
  - To the Profession and/or Community (Service within the discipline;)

## Expected Duties Checklist

Below is a checklist of the Expected Duties. Please use this as a tool to help provide evidence for you Annual Performance Evaluation. Note that an “Expected Duty” may be able to be expressed in more than one role in the TEACHING (TCH), SCHOLARSHIP (SCH), or SERVICE (SVC).

### I. EXPECTED DUTIES

- Provides Students Course Outlines/Syllabi (Consistent with Catalog Descriptions and Departmental Guidelines) Using the Standard Format to Include Statements of Outcomes, Bibliography, and Use of Other Resources.
- Provides Instruction On/Off Campus, in the Evenings, in the Weekend College, Using GSAMS, or the Web as Needed by the Department.
- Teaches Classes as Scheduled. Consistently Arrives and Ends on Time.
- Advises Students and Updates their Records Pursuant to Academic Requirements.
- Keeps Office Hours as Posted. Is Accessible for Student Conferences.
- Uses Up-to-Date Technology in the Classroom Appropriately.
- Maintains Accurate Grade and Student Attendance Reports and Submits Official Records to the Department Head at the Close of Each Semester.
- Submits Timely Reports and Other Required Documents for the Ongoing Effectiveness of the Department/Unit, College, University, USG as Needed.
- Cooperates and Works Well with Colleagues, Supervisors, and Students.
- Recruits and Promotes Student Persistence. Positively Promotes FVSU as an Institution of Choice.

- Participates in and Attends the Mandatory Events of the University.
- Active in One's Profession. Attends Meetings and Presents Professional Papers in One's Discipline at State, Regional, and/or National Levels.
- Active on Committees at the Department, College, and University Levels.
- Active in Service to the Profession and/or Community.

**Directions**

- For each of the Meritorious Performances use the provided Likert scale determine the rating.
- Enter one of the following in the Rating Column for each Meritorious Performance indicator:
  - 5 = Exemplary
  - 4 = Superior
  - 3 = Successful
  - 2 = Partially Successful/ Emerging
  - 1 = Not Successful/Not Satisfactory

RATING	II. MERITORIOUS PERFORMANCE
	Course outlines, syllabi, establish expectations for specified educational outcomes. There is evidence that students are developing higher-order thinking skills.
	Samples of classroom work reflect the appropriate use of technology, library resources, global infusion and other resources/perspectives which significantly broaden students' understanding of the breadth of the content being presented. There is evidence that students' critical thinking, communication, and problem-solving skills are being enhanced.
	Performance objectives, pedagogy, sample course work, i.e. hand-outs and other supplementary materials, evidence continuous curricular improvements are being made on the basis of results obtained from ongoing classroom testing and from results obtained from the assessment of educational outcomes as appropriate.
	Strategies for improving the teaching/learning process are evidenced in student work. The overall rating accorded by students completing the University's standard faculty evaluation instrument in all courses taught by the faculty during the semester of evaluation exceeds the national or departmental mean. At least two other sources (e.g. peer evaluators, employer feedback...) are used to affirm that quality instruction is provided and that the candidate is perceived as an excellent teacher.
	Evidence shows that students are achieving gains in learning.
	Documents professional presentations in one's discipline (or area of work effort) that are being made at national, regional, and state levels.

RATING	II. MERITORIOUS PERFORMANCE (continued)
	Elected and/or serves as an officer or committee member in national, regional, or state professional organizations. Has received an award for professional contributions.
	Has recent scholarly publications in the discipline (area of employed expertise). Serves as an editor or a reviewer of a professional journal or articles, respectively, or does significant work with other scholarly publications. Has juried performances/presentations of a creative nature.
	Is extensively involved in scholarly projects to include grantsmanship with projects funded by agencies external to the campus.
	Chairs or has chaired committees and/or exercised leadership on committees at the department level and at college and University levels. Drafted reports for committees, conducted surveys, developed innovative projects, managed a single initiative of the committee, or provides other evidence that he/she was an active member of the committee(s).
	Provides leadership on behalf of and achieves the cooperation of the department, college, or university for special efforts such as Outcomes Assessment Coordinator, Technology Coordinator, or the changing expectations for all faculty relative to the Charter Teacher Preparation Program, and the Honors or Regents' Task Force Coordination, etc.
	Chairs committees and/or exercised leadership on committees at the University and/or System level. Drafted reports for committees, conducted surveys, developed innovative projects, managed a single initiative of the committee, assigned to subcommittee, or provides other evidence that he/she was an active member of the committee(s).
	Enhanced the image of the University through frequent participation in community activities within the region. Increased the visibility of the University through public service programming. Active in several community organizations.
	Serves as an advisor to student organization(s). Actively recruits students and participates in recruitment activities either sponsored by the department, the college, or the university. Supports career-oriented activities in the classroom such as visits by the Youth Motivation Task Force team members, etc.
	Enhanced the image of the University through frequent participation in professional societies, organizations, and/or agencies in one's scholarly field of endeavor. Actively participated in organizations at the state, national, regional, and/or global levels.

### TEACHING Activities Checklist: Instructional Design

Those technical skills in designing, sequencing, and presenting experiences that induce learning – that is, if the experience is fully engaged by a learner possessing the assumed prerequisite abilities, skills, and knowledge, there is a high probability that that there will be a predictable change in the performance of the learner.

Teaching Evaluation Rubric: INSTRUCTIONAL DESIGN			
In rating this Teaching component refer to the required and optional activities listed below.			
5	=	Exemplary	Meets all required activities plus two or more optional activities. This rating indicates performance that is well above and beyond that of the Superior Level.
4	=	Superior	Meets all required activities plus at least one optional activity.
3	=	Successful	Meets all required activities that define competent Professional Level performance.
2	=	Partially Successful/ Emerging	Fails to meet one required activity needed to meet Professional Level standards
1	=	Not Successful/ Not Satisfactory	Fails to meet two or more required activities.

\*Indicates Student Success Measure

INSTRUCTIONAL DESIGN		
✓	Required Activities/Characteristics Checklist	
	*Provided learning materials appropriate for the level of the course.	
	*Presented course content that is current.	
	*Provided instructions on how to navigate various course components, e.g., purpose and structure of the course; expectations; learning outcomes/objectives; grading structure, and scales.	
✓	Optional Activities/Characteristics	
	Created new courses or made curriculum modifications as needed to address college and departmental needs	
	*Used active learning strategies such as TILT to optimize learning.	
	*Provided opportunities to make up assignments.	
	*Demonstrated relationship of course learning objectives with unit learning objectives and overall objectives of the discipline, (and if applicable), adhering to standards of accreditation bodies.	

### TEACHING Activities Checklist: Instructional Assessment

Those skills in developing and using tools and procedures for measuring, confirming, and certifying student learning.

Teaching Evaluation Rubric: INSTRUCTIONAL ASSESSMENT			
In rating this Teaching component refer to the required and optional activities listed below.			
5	=	Exemplary	Meets all required activities plus two or more optional activities. This rating indicates performance that is well above and beyond that of the Superior Level.
4	=	Superior	Meets all required activities plus at least one optional activity.
3	=	Successful	Meets all required activities that define competent Professional Level performance.
2	=	Partially Successful/	Fails to meet one required activity needed to meet Professional Level standards
1	=	Not Successful/ Not Satisfactory	Fails to meet two or more required activities.

\*Indicates Student Success Measure

INSTRUCTIONAL ASSESSMENT		
✓	Required Activities/Characteristics Checklist	
	Created assignments to appropriately assess student progress.	
	Evaluated student work in a timely manner.	
	Provided meaningful feedback.	
	Administered and evaluated assessments consistent to course policy	
✓	Optional Activities/Characteristics	
	*Tracked students' learning, e.g., quizzes, tests, discussions, etc., and alerts/intervenes when they fall behind.	

TEACHING Activities Checklist: *Course Management*

Those organizational and managerial skills involved in maintaining and operating a course including:

- Ordering supplies (inventory control)
- Scheduling guest lecturers
- Organizing field trips & experiments
- Managing TA schedules
- Meeting grading deadlines, drop-add
- Etc.

Teaching Evaluation Rubric: COURSE MANAGEMENT			
In rating this Teaching component refer to the required and optional activities listed below.			
5	=	Exemplary	Meets all required activities plus two or more optional activities. This rating indicates performance that is well above and beyond that of the Superior Level.
4	=	Superior	Meets all required activities plus at least one optional activity.
3	=	Successful	Meets all required activities that define competent Professional Level performance.
2	=	Partially Successful/	Fails to meet one required activity needed to meet Professional Level standards
1	=	Not Successful/ Not Satisfactory	Fails to meet two or more required activities.

\*Indicates Student Success Measure

COURSE MANAGEMENT		
✓	Required Activities/Characteristics Checklist	
	Maintained accurate class records.	
	Maintained student confidentiality.	
	*Maintained at least the required number of office hours to address student issues and concerns outside of the classroom.	
	*Accommodated students with disabilities.	
	Timely reported grades at midterm and the end of the semester.	
✓	Optional Activities/Characteristics	
	*Facilitated exposure to students' experiential learning beyond classroom, e.g., surveys, conducting research, site visits, field trips, internships, conferences, creative art, etc.	
	*Facilitated exposures to interactive learning opportunities, e.g., group projects, group discussions, webinars, learning teams etc.	
	Provided review and/or study sessions.	
	Arranged for and coordinated guest lectures where appropriate.	

**TEACHING RATING SUMMARY**

Name of Faculty Member Being Evaluated

Based on the evidence provided in the Professional Activities Record (PAR) concerning TEACHING, rate the faculty member's performance in each of the areas shown below. Be certain to use the Evaluation Rubric appropriate to each Teaching component. Any rating of Exemplary Performance (5) or Not Successful/Not Satisfactory (1) must be justified in writing and must reference appropriate supporting evidence, or lack thereof, in the PAR.

TEACHING EVALUATION RUBRIC			
5	=	Exemplary	Meets all <i>required</i> activities plus two or more optional activities. <i>This rating indicates performance that is well above and beyond that of the Superior Level.</i>
4	=	Superior	Meets all <i>required</i> activities plus at least one optional activity.
3	=	Successful	Meets all <i>required</i> activities that define competent Professional Level performance.
2	=	Partially Successful/	Fails to meet one <i>required</i> activity needed to meet Professional Level standards
1	=	Not Successful/ Not Satisfactory	Fails to meet two or more <i>required</i> activities.

Based on the evidence presented in the Rate Each Teaching Component Using the Evaluation Rubric Above.

NOTE: Any rating of "5" or "1" must be accompanied by a written justification in the space below. The justification must reference the appropriate supporting evidence, or lack thereof.	Instructional Design:	5	4	3	2	1 (circle one)
	Instructional Delivery:	5	4	3	2	1 (circle one)
	Instructional Assessment:	5	4	3	2	1 (circle one)
	Course Management:	5	4	3	2	1 (circle one)

Justification for 5 or 1 Rating: *Attach additional pages if needed.*

Rater Name and Date Completed	
Print Name - enter "SELF" if this is a Self-Evaluation	
Signature	Date

What is your position? (check one)	
<input type="checkbox"/> Peer	<input type="checkbox"/> Dept. Chair
<input type="checkbox"/> Dean	<input type="checkbox"/> Alumnus
<input type="checkbox"/> Student	<input type="checkbox"/> External Reviewer
<input type="checkbox"/> Other (specify)--	

SCHOLARSHIP Checklist: Proficiency

- Maintain discipline currency
- Pursue advanced degree
- Obtain certification
- Advanced seminars, workshops
- Post-doctoral study
- Internships, Fellowships, etc.

SCHOLARSHIP EVALUATION RUBRIC			
5	=	Exemplary	Meets all required activities plus two or more optional activities. This rating indicates performance that is well above and beyond that of the Superior Level.
4	=	Superior	Meets all required activities plus at least one optional activity.
3	=	Successful	Meets all required activities that define competent Professional Level performance.
2	=	Partially Successful/	Fails to meet one required activity needed to meet Professional Level standards
1	=	Not Successful/ Not Satisfactory	Fails to meet two or more required activities.

\*Indicates Student Success Measure

PROFICIENCY		
✓	<i>Required Activities/Characteristics Checklist</i>	
	Participated in at least one professional development program (ex, training, conference, workshop).	
	Maintained active membership and participation in at least one professional organization related to teaching or one's scholarly endeavours.	
✓	<i>Optional Activities/Characteristics</i>	
	Participated in more than one professional development program (ex, training, conference, workshop).	
	Maintained active membership and participation in more than one professional organization related to teaching or one's scholarly interests.	
	Pursued an advanced degree in your content area.	
	Obtained specialty certification.	
	Participated in postdoctoral study.	
	Participated in an internship or fellowship.	
	*Mentored students entering graduate/professional programs in faculty's discipline.	
	*Mentored students entering professional careers in faculty's discipline.	



SCHOLARSHIP Checklist: Discovery/Creativity

- Conducting any form of research appropriate to the faculty member's base discipline.
- Engaging in creative/artistic endeavors within the base discipline that produce new and/or unique modes of expression.

SCHOLARSHIP EVALUATION RUBRIC: Discovery/Creativity			
5	=	Exemplary	Meets the <i>required</i> activity plus two or more additional activities from the list of required and or optional activities. <i>This rating indicates performance that is well above and beyond that of the Superior Level.</i>
4	=	Superior	Meets the <i>required</i> activities plus at least one additional activity from the list of required and or optional activities.
3	=	Successful	Meets the <i>required</i> activity that define competent Professional Level performance.
2	=	Partially Successful/	Fails to meet one <i>required</i> activity needed to meet Professional Level standards. However, meet two activities from the optional activities.
1	=	Not Successful/ Not Satisfactory	Fails to meet the <i>required</i> activity needed to meet Professional Level Standards and fails to meet two activities from the optional activities.

\*Indicates Student Success Measure

DISCOVERY (Research)/CREATIVE ACTIVITIES		
✓	Required Activities/Characteristics Checklist	
	Conducted research appropriate to the faculty member's Base Profession (content expertise) and/or wrote and submitted grant proposals	
	--- OR ---	
	Pursued creative (artistic) artifacts reflecting new styles of expression, usually in literature or the arts	
	--- OR ---	
	*Mentoring Students (Undergraduate, Graduate, and/or Post-doc) in research.	
	--- OR ---	
	*Mentoring Students (Undergraduate, Graduate, and/or Post-doc) in creative/artistic endeavors.	
✓	Optional Activities/Characteristics	
	Completed IRB training	
	Wrote and submitted grant proposals	
	*Students incorporated into funding (grant proposals).	
	Designed research proposals.	
	Collaborated with other scholars.	
	Analyzed data.	
	Conducted reviews of the literature or obtaining information from archives.	

SCHOLARSHIP Checklist: Dissemination

- *Publishing articles (both refereed and non-refereed).*
- *Books, Monographs, Pamphlets*
- *Paper Presentations*
- *Keynote/Invited Addresses*
- *Popular press publications*

SCHOLARSHIP EVALUATION RUBRIC: Dissemination			
5	=	Exemplary	Meets the required activity plus two or more additional activities from the list of required and or optional activities. This rating indicates performance that is well above and beyond that of the Superior Level.
4	=	Superior	Meets the required activities plus at least one additional activity from the list of required and or optional activities.
3	=	Successful	Meets the required activity that define competent Professional Level performance.
2	=	Partially Successful/	Fails to meet one required activity needed to meet Professional Level standards. However, meet two activities from the optional activities.
1	=	Not Successful/ Not Satisfactory	Fails to meet the required activity needed to meet Professional Level Standards and fails to meet two activities from the optional activities.

\*Indicates Student Success Measure

DISSEMINATION		
✓	Required Activities/Characteristics Checklist	
	Accomplished at least one of the following	
	Publication of book, book chapter, monograph, manual, or refereed journal article related to faculty's discipline.	
	Secured a funded grant.	
	Presented invited speaker, paper, poster, workshop, seminar related to faculty's discipline	
	Presented an artistic exhibition, performance, display or new artistic interpretation of previous works in one's own field.	
✓	Optional Activities/Characteristics	
	Wrote articles for the popular press	
	Gave media interviews	
	Produced educational T.V. or radio series	
	Served as a journal or newsletter editor	
	Served as a proposal reviewer for external funding agency.	
	Served as a reviewer for a journal, newsletter, national conference, or a colleagues' appointment status.	
	Served as an editor for journal.	
	*Mentored student(s) co-author on publications related to the faculty's discipline.	
	*Mentored student(s) presenting at conferences related to faculty's discipline.	
	*Mentored Student(s) presenting exhibitions related to faculty's discipline.	

SCHOLARSHIP Checklist: Translation

Translating research finding into new products, services, performances, or artistic expressions of value or benefit to either the professional or the larger general society. The research findings used in the scholarship of Translation do not necessarily have to come from the faculty member's own research.

SCHOLARSHIP EVALUATION RUBRIC: Translation			
5	=	Exemplary	Meets all required activities plus two or more optional activities. This rating indicates performance that is well above and beyond that of the Superior Level.
4	=	Superior	Meets all required activities plus at least one optional activity.
3	=	Successful	Meets all required activities that define competent Professional Level performance.
2	=	Partially Successful/	Fails to meet one required activity needed to meet Professional Level standards
1	=	Not Successful/ Not Satisfactory	Fails to meet two or more required activities.

\*Indicates Student Success Measure

TRANSLATION		
✓	Required Activities/Characteristics Checklist:	
	NONE	
✓	Optional Activities/Characteristics:	
	A wide variety of activities may constitute translational scholarship. The key principle in evaluating an activity in this area is whether the faculty member has successfully translated research findings or creative endeavors (either their own or others) in creating or developing new products or services that are useful for other professionals or society in general. (Example: Translating the research on Leadership into a leadership-training program.)	
	Use the spaces below provide a brief description of any activities for which you are providing documentation.	



**SCHOLARSHIP RATING FORM: SUMMARY**

Name of Faculty Member Being Evaluated \_\_\_\_\_

Based on the evidence provided in the Professional Activities Record concerning Scholarship, rate the faculty member's performance in each of the Scholarship component areas shown below. In rating the performance uses the evaluation rubric shown below. Any rating of Exemplary Performance (5) or Not Successful/Not Satisfactory Performance (1) must be justified in writing and must reference appropriate supporting evidence, or lack thereof, in the Professional Activities Record.

EVALUATION RUBRIC			
5	=	Exemplary	Meets all required activities plus two or more optional activities. This rating indicates performance that is well above and beyond that of the Superior Level.
4	=	Superior	Meets all required activities plus at least one optional activity.
3	=	Successful	Meets all required activities that define competent Professional Level performance.
2	=	Partially Successful/	Fails to meet one required activity needed to meet Professional Level standards
1	=	Not Successful/ Not Satisfactory	Fails to meet two or more required activities.

Based on the evidence presented in the Rate Each Teaching Component Using the Evaluation Rubric Above.

NOTE: Any rating of "E" or "U" must be accompanied by a written justification in the space below. The justification must reference the appropriate supporting evidence, or lack thereof.	Proficiency:	5	4	3	2	1 (circle one)
	Dissemination:	5	4	3	2	1 (circle one)
	Discovery/Creation	5	4	3	2	1 (circle one)
	Translation:	5	4	3	2	1 (circle one)

Justification for 5 or 1 Rating: Attach additional pages if needed.

---

Rater Name and Date Completed	
Print Name - enter "SELF" if this is a Self-Evaluation	
Signature	Date

What is your position? (check one)	
Peer	Dept. Chair
Dean	Alumnus
Student	External Reviewer
Other (specify)--	

**SERVICE Activities Checklist: To the Institution**

Carrying out assigned, non-teaching, responsibilities or activities, not necessarily related to your recognized area of expertise or even academic in nature, that contribute to the functional operation of institution.

- *Committee work*
- *Club Supervision*
- *Project management*
- *Advising, Mentoring*
- *Recruiting, Fund Raising*
- *Assigned Community Outreach*
- *Volunteer Community Service*

SERVICE ACTIVITIES EVALUATION RUBRIC: Institution			
5	=	Exemplary	Meets all required activities plus two or more optional activities. This rating indicates performance that is well above and beyond that of the Superior Level.
4	=	Superior	Meets all required activities plus at least one optional activity.
3	=	Successful	Meets all required activities that define competent Professional Level performance.
2	=	Partially Successful/	Fails to meet one required activity needed to meet Professional Level standards
1	=	Not Successful/ Not Satisfactory	Fails to meet two or more required activities.

\*Indicates Student Success Measure

SERVICE TO THE INSTITUTION		
✓	Required Activities/Characteristics Checklist	
	Actively participated in at least one Departmental or College Level committee.	
	Prepared for, attended, and participated in Department meetings.	
	Prepared for, attended, and participated in Faculty meetings.	
	*Conducted Academic Advising (Only required for Full time Faculty in degree-seeking program)	
✓	Optional Activities/Characteristics	
	Participated in more than one standing Departmental or College level committee.	
	Participated in at more than two student-oriented campus activities.	
	*Advised or supervised student clubs and organizations.	
	Participated in a University Level committee.	
	Participated in University Recruitment Activity.	

### SERVICE Activities Checklist: To the Profession

Voluntarily carrying out responsibilities or duties, not necessarily related to your recognized area of expertise, that contribute to the functional operation of a professional organization within your content field (base profession)

- Paper Reviewer
- Journal/Newsletter Editor
- Conference Organizer
- Professional Organization Officer
- Organizational Representative
- Etc.

SERVICE ACTIVITIES EVALUATION RUBRIC: Profession			
5	=	Exemplary	Meets all required activities plus two or more optional activities. This rating indicates performance that is well above and beyond that of the Superior Level.
4	=	Superior	Meets all required activities plus at least one optional activity.
3	=	Successful	Meets all required activities that define competent Professional Level performance.
2	=	Partially Successful/ Emerging	Fails to meet one required activity needed to meet Professional Level standards
1	=	Not Successful/ Not Satisfactory	Fails to meet two or more required activities.

\*Indicates Student Success Measure

SERVICE TO ONE'S PROFESSION		
✓	<i>Required</i> Activities/Characteristics Checklist:	
	Was a registered member of at least one professional organization representing one's base profession.	
✓	<i>Optional</i> Activities/Characteristics	
	Served as a reviewer for an outside colleagues' appointment status	
	Served as a conference organizer	
	Served as a committee member or officer of a professional organization	
	Was a registered member of more than one professional organization representing one's base profession.	

SERVICE Activities Checklist: To the Community

- **Voluntary** - The application of a faculty member's recognized area of expertise, in the community, without pay
- **Assigned** - Assigned Service to the Community is identical to, and becomes, Service to the Institution in the evaluation of the individual faculty member.

\*Application of the faculty member's recognized area of expertise in the community, without pay is recognized as community service. Please note, all community service will be optional and will be used to add value to faculty member's overall service score. Each faculty member should identify which service area (Institution or Profession) community service will be applied to.

SERVICE TO THE COMMUNITY		
	Use the spaces below provide a brief description of the community service activities for which you are providing documentation.	

**SERVICE RATING FORM: SUMMARY**

Name of Faculty Member Being Evaluated \_\_\_\_\_

Based on your review of the evidence provided in the Professional Activities Record concerning Service, rate the faculty member’s performance in each of the Service component areas shown below. In rating the performance of each Service expression Please be sure to use the evaluation rubric appropriate to that expression. Any rating of Exemplary Performance (5) or Not Successful/Not Satisfactory Performance (1) must be justified in writing and must reference appropriate supporting evidence, or lack thereof, in the Professional Activities Record.

SUMMARY RATING OF SERVICE EXPRESSIONS					
NOTE: Any rating of “E” or “U” must be accompanied by a written justification in the space below. The justification must reference the appropriate supporting evidence, or lack thereof.	To the Institution:	5	4	3	2 1 (circle one)
	To the Base Profession:	5	4	3	2 1 (circle one)
	To the Community (if applicable):	5	4	3	2 1 (circle one)

**Justification for 5 or 1 Rating: Attach additional pages if needed.**

Rater Name and Date Completed	
Print Name - enter “SELF” if this is a Self-Evaluation	
Signature	Date

What is your position? (check one)	
Peer	Dept. Chair
Dean	Alumnus
Student	External Reviewer
Other (specify)--	

**Overview Composite Rating (OCR)**

The faculty role model parameter values will be pre-determined by the faculty member and department chair by:

- Establishing the relative importance (value) of each role to the institution.
- Determining how much value or weight may be placed on each role in the faculty role model.

This process will differ from the conventional static faculty role from the previous faculty evaluation model which can be seen below:

**Conventional STATIC Faculty Role Model**

- 70% Teaching
- 20% Research
- 10% Service

Faculty evaluation systems based on a STATIC faculty role model are inherently unfair due to subjectivity in scoring. To realize the full advantage of controlled subjectivity we are proposing a DYNAMIC faculty role model.

### DYNAMIC Faculty Role Model

- Determine a range of values for each role.
- These values establish the minimum and maximum impact which performance in each role can have on a faculty member's overall evaluation.

### Proposed Model

Minimum Weight		Maximum Weight
50%	Teaching	85%
15%	Scholarship	35%
10%	Service	25%

These values establish the minimum and maximum impact which performance in each role can have on a faculty member's overall evaluation. The Overall Composite Rating (OCR) is shown below when weights have been determined by the faculty and department chair based on the 5-point Likert Scale.

Example OCR		
Dr. Doe's Selected Role Weights		
Teaching	60%	$60\% \times 4.45 = 2.67$
Scholarship	30%	$30\% \times 4.20 = 1.26$

The OCR will then be used to determine Promotion and Tenure. Below are proposed policies for OCR scores will be used for Promotion and Tenure decisions.

### Tenure Policy

After five years of continuous employment a faculty member with an average OCR of at least 3.30 for the entire employment period would be granted tenure.

### Promotion Policy

An Assistant Professor must achieve an average OCR of 3.5 over the *last three years* to qualify for promotion to the rank of Associate Professor.

An Associate Professor must achieve an average OCR of 4.00 over the *last five years* to qualify for promotion to the rank of Professor.

### Typical Schedule for Reviews

All reviews follow the following typical schedule, unless extenuating administrative changes to the schedule are warranted:



Unit Level	Deadline	Event
Academic Affairs	Sept. 1	Candidates notified via email of recommendation to apply for pre-tenure, promotion and/or tenure, and post-tenure.
Department	Oct. 3	Candidates submit Portfolio to the Department Chair or Unit Supervisor via SharePoint.
	Oct. 10	Chair/Supervisor forwards faculty portfolios to the Departmental/Unit Review Committee.
	Oct. 17	Departmental/Unit Review Committee forwards recommendations to the Chair/Director
	Oct. 24	Chair/Supervisor forwards recommendations to the Dean/ Supervisor and notifies all candidates of their status by 5:00 p.m.
College	Oct. 31	Deadline for faculty with a negative recommendation on tenure and/or promotion or post- tenure by the Chair/Director to appeal to Dean/Supervisor by 5:00 p.m. Failure to meet this deadline, without Dean's approval for an extension, will render the Chair's recommendation final and any further review on tenure and/or promotion or post-tenure will end at this point.
	Oct. 31	Dean/Director forwards portfolios with a positive recommendation to the College-wide Committee for review.
	Nov. 14	College-wide Committee forwards recommendations to the Dean/Supervisor.
	Nov. 16	Dean/Supervisor forwards recommendations to the Provost/VPAA and notifies all candidates of their status by 5:00 p.m. The Pre- and Post-Tenure Review Process end at the college-level. <i>There is no appeal process for the pre-tenure review process.</i>
	Jan. 9	Candidates with negative results for Post-Tenure should complete a Professional Development Plan (PDP). Signed PDPs submitted to Provost/VPAA.
Academic Affairs	Nov. 22	Deadline for faculty with a negative recommendation on tenure and/or promotion or post- tenure by the Dean to appeal to the Provost/VPAA by 5:00 p.m. Failure to meet this deadline, without Provost's approval for an extension, will render the Dean's recommendation final and any further review on tenure and/or promotion or post-tenure will end at this point.
	Nov. 23	Provost/VPAA forwards portfolios with a positive recommendation to the Institution- wide Committee for review.
	Dec. 12	Institution-wide Committee forwards recommendations to the Provost/VPAA.
	Jan. 9	Provost/VPAA forwards recommendations to the President, and notifies all candidates of their status by 5:00 p.m.
President	Jan. 16	Deadline for faculty with a negative recommendation on tenure and/or promotion, or post- tenure by the Provost/VPAA to appeal to the President by 5:00 p.m. Failure to meet this deadline, without the President's approval for an extension, will render the Provost/VPAA's recommendation final and any further review on tenure and/or promotion or post-tenure will end at this point.
	Jan. 23	President notifies unsuccessful candidates who have appealed to him of their status.
	Jan. 23	President sends positive recommendations to faculty member and Provost/VPAA. President forwards recommendations to Human Resources for input into ADP/MFE System.

## Faculty Annual Performance Evaluation

According to BOR Policy, a written performance review must be conducted annually for each faculty member. The purpose of the annual review is to assist the faculty member with achieving and sustaining over time high levels of performance that contribute to the mission, goals, and priorities of the USG, FVSU, the Academic Affairs unit, the College, and the Department/Unit in which the faculty member is housed. Each faculty member's individual professional goals should advance the mission of these respective units. Annual performance reviews must be provided to the faculty member in writing and the results of the evaluation must be reflected in the faculty member's annual salary recommendations.

The annual performance review is only one aspect of faculty performance review at FVSU. While the purpose of the annual review is to evaluate the faculty member's performance over a one-year period, annual review expectations must be aligned with the other aspects of faculty performance review, i.e., the pre-tenure review, the tenure review, the promotion review, and the post-tenure review. While the annual review includes an evaluation by the faculty member's direct supervisors (typically Department Chair and Dean), the other elements of faculty performance review are based on multi-year reviews and reflect the evaluation of multiple peer and administrative reviewers.

### Annual Review Process & Format

**Goal Setting:** An essential element of faculty performance review is the establishment of the faculty member's annual goals. Individual goals will be developed in consultation with the faculty member's supervisor(s), who will have the responsibility to negotiate, assign, and coordinate the distribution of the various activities of individual faculty to assure that the collective work of the department, college, and University is accomplished. The overriding factor in determining the activities of each faculty member must be the needs of that faculty member's department, college, and its academic programs. Goals should be specific, achievable, and measurable.

Goal setting for the next review period should be done at the time the annual review for the current year is conducted. For faculty in their first year of employment, goals should be determined by the faculty and Department Chair as early as possible in the initial year of employment. If agreement on the faculty member's goals cannot be reached with the Department Chair, the appropriate Dean is responsible for working with the Chair and faculty member to achieve consensus and make the final determination. In the event it is necessary to modify an individual faculty member's goals during the course of a given year due to unexpected circumstances, such as changes in departmental staffing, new research opportunities, etc., the faculty member, in consultation with his or her supervisors, will modify the annual goals accordingly. The review process requires the following:

**Faculty Documentation:** The primary basis of the annual review assessment is the documentation that is compiled by the faculty member to demonstrate his or her progress toward their annual goals. It is the responsibility of each faculty member to document his or her specific

accomplishments. This documentation should convey accurate information by which the faculty member is to be evaluated, counselled, and judged in her or his professional performance.

Documentation must include student evaluations of instruction as an integral component of documenting teaching effectiveness. In those cases, in which a faculty member's primary responsibilities do not include teaching, the evaluation should focus on excellence in those areas (e.g., research, administration) where the individual's major responsibilities lie. Faculty documentation for the purposes of the annual review must be submitted no later than February 15.

**Evaluation:** The department chair will review the faculty member's documentation of accomplishments and evaluate each faculty member's performance using the form for The Annual Performance Evaluation of Faculty [<http://www.fvsu.edu/human-resources/>]. The evaluation process will be as follows:

- The department chair will discuss with the faculty member in a scheduled conference the content of that faculty member's annual written evaluation. The faculty member's annual goals for the next review period will also be identified during this conference. The written annual review must include an evaluation of the faculty member's progress towards tenure and/or promotion, if applicable.
- The faculty member will sign a statement indicating that he/she has been apprised of the content of the annual written evaluation. The faculty member's signature does not necessarily mean that he or she is in agreement with the assessment.
- The faculty member may elect to respond in writing to the content of the evaluation. The response must be submitted within ten working days to the department chair and will be attached to the evaluation.
- The department chair will acknowledge in writing his/her receipt of this response, noting changes, if any, in the annual written evaluation made as a result of either the conference or the faculty member's written response. A copy of this acknowledgement will be provided to the faculty member and become a part of the permanent record.
- The final annual evaluation and goals for the upcoming review period will be forwarded to the Dean for review. The Dean will complete their review by March 31.
- The results of the annual evaluation will be reflected in recommendations by the evaluator for merit pay increases. There must be a positive correlation between the results of an individual's overall annual evaluation and the recommended percentage for merit pay increases (subject to the availability of funding for merit pay raises).

### General Expectations for Faculty Performance in Different Ranks Tenure-track Faculty

- **Assistant Professors** are expected to: (a) have an earned doctorate degree or its equivalent (as described in section 3.5.A.2 above); (b) adapt to the expectations of the academy as well as of FVSU; and (c) establish in his/her scholarly work with steadily growing trend in significance, depth, focus, recognition, and productivity.

- **Associate Professors** are expected to demonstrate a high quality and significance of their scholarly work, and leadership initiative. Their specialty areas, expertise, and professional identities should become more advanced and widely recognized within and beyond the University.
- **Professors**, as experienced and senior faculty members, are expected to demonstrate a strong record of contributions to scholarly work and show leadership in their areas of emphasis. They should have qualities of a leader, mentor, scholar, expert, and/or distinguished colleague through and by a documented record distinguished accomplishments that merit regional, national, or international attention and recognition. BOR policy (8.3.6.3) requires a terminal degree or its equivalent in training, ability, and/or experience in order for promotion to the rank of professor.
- **Joint Appointments:** Should a faculty member's background and qualifications are suitable and/or services are found to be desirable in more than one academic department/division, FVSU may consider issuing him/her a joint appointment contract. In such cases, an agreement between the affected departments/divisions must be developed outlining how the home unit and the sharing unit(s) will provide input during the promotion and tenure review as well as annual performance review processes. Normally the chair of home unit will be responsible for annual reviews and the sharing unit(s) provide information to achieve fair and equitable review of the faculty member with joint appointment.

### Non-Tenure-Track Faculty

- **Lecturers and Senior Lecturers** are expected to be highly effective with their primary responsibility for teaching, supervising, and mentoring students. Their annual performance evaluations, unless otherwise specified, will limit to their teaching responsibilities, attendance at departmental meetings, and participation on appropriate department committees. The heavy teaching load of these faculty members, including multiple sections of undergraduate courses, will constitute a full workload and offsets other responsibility that tenure-track/tenured faculty members expected to fulfill at FVSU. The BOR policy (8.3.4.3) requires full-time lecturers and senior lecturers are to be appointed by the institution on an annual basis, with the presumption of reappointment for the subsequent year unless notified in writing as follows:
  - Lecturers with full-time service record of less than three years at FVSU will be notified of non-reappointment as soon as possible, but no specific notice is required;
  - Lecturers with three or more years but less than six years of full-time service to FVSU will be notified of non-reappointment in at least 30 calendar days prior to the institution's first day of classes of the semester;
  - Senior Lecturers and Lecturers with six or more years of full-time service to FVSU will be notified of non-reappointment in at least 180 calendar days prior to the institution's first day of classes of the semester.

Lecturers must submit a portfolio for promotion to Senior Lecturer after five consecutive years of service. The BOR policy (Academic & Student Affairs Handbook 4.5) mandates a minimum full-time service of two consecutive years at the institution in order to be qualified for applying to the promotion of senior lecturer. The same committees used at departmental, college and institutional levels for promotion of tenured and tenure-track faculty will review the applications for promotion to senior lecturers. The process will begin with the Department Review Committee, and then proceed to the department chair, then college level committee, dean, institutional committee, Provost and Vice President for Academic Affairs, and president. Upon the completion of the review, those who did not receive favorable recommendation for promotion to the rank of senior lecturer will receive a terminal contract for one-year immediately following the year of review for promotion (BOR policy 8.3.8.1 and 8.3.8.2).

#### Non-Tenure-Track Faculty with Professional Ranks

- All non-tenure-track Faculty with Professional Ranks (i.e., non-tenure-track Instructors, Lecturers, Senior Lecturers, Research Professionals, Assistant Professors, Associate Professors, and Professors) are expected to fulfill the roles and responsibilities outlined in their contract and/or Faculty Performance Agreement (FPA) to meet specific needs related to the missions of the University, college, and their home department. The following provisions shall apply to all non-tenure track professional personnel (BoR Policy Manual, Section 8.3.8, <https://www.usg.edu/policymanual/section8/C245>)
  - Individuals employed in non-tenured track positions shall not be eligible for consideration for the award of tenure;
  - Probationary credit toward tenure shall not be awarded for service in non-tenure track positions, except for lectures and senior lectures;
  - Notice of intention not to renew contracts of non-tenure track personnel who have been awarded academic rank (instructor, assistant professor, associate professor, and professor) shall follow the schedule for tenure track personnel, but this schedule of notification shall not apply to other professional personnel; and,
  - Individuals employed in non-tenure track positions may apply on an equal basis with other candidates for tenure track positions that become available.

The university President has the authority to convert a non-tenure track position to a tenure track position and to convert a tenure track position to a non-tenure track one. However, the transfer of an individual from tenure-track to non-tenure track position shall be effected on a voluntary basis only (USG Academic & Student Affairs Handbook, Section 4.1, [https://www.usg.edu/academic\\_affairs\\_handbook/section4/C680](https://www.usg.edu/academic_affairs_handbook/section4/C680)). Non-tenure-track faculty with professional ranks will undergo similar review process to tenure-track faculty for their annual performance reviews and multi-year reviews with the presumption of renewal for the next academic year, unless otherwise notified in writing by the Provost and Vice President for Academic Affairs or president of FVSU. They are also eligible to apply for promotion under the BOR policy specified in Academic & Student Affairs Handbook 4.5, when they meet the minimum consecutive years of service at FVSU. The minimum number of years of service required for

promotion at FVSU is consistent with USG Academic Affairs Handbook, Section 4.5 ([https://www.usg.edu/academic\\_affairs\\_handbook/section4/C689](https://www.usg.edu/academic_affairs_handbook/section4/C689)):

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

\*The number of years (e.g., 3, or 4 is commensurate with the number of Annual Performance Evaluations completed (see section below for annual performance evaluation).

### Part-time Faculty

FVSU employs part-time teaching faculty on a course-by-course, semester-by-semester, as-needed basis. Such part-time faculty are temporary employees, appointed and hired through administrative channels.

**Academic Qualifications:** Part-time faculty must meet the same minimum requirements for academic preparation and credentials as their full-time counterparts. In order to teach undergraduate classes, part-time faculty must hold at least a master's degree in the academic area in which they teach or have completed at least 18 graduate hours in the teaching discipline. A terminal degree in the discipline is required for part-time faculty teaching graduate courses. In exceptional cases, outstanding professional experience and demonstrated contributions to the discipline may be presented in lieu of formal academic preparation.

**Academic Rank:** Faculty rank for part-time faculty will be assigned according to the individual's highest degree and academic experience, as is the case with full-time faculty. All part-time faculty members, regardless of the academic rank they hold, are not eligible for tenure or tenure-track status.

**Appointment of Part-time Faculty:** Appointment as a part-time faculty member is initiated formally through a written recommendation by the department chair from the faculty member's home department. Upon approval and recommendation by the dean and the Provost and Vice President for Academic Affairs, Human Resources issues a formal offer letter and part-time employment agreement on behalf of the university with a copy to the Provost's Office. A part-time faculty member's appointment file should contain the written recommendation from the department chair and dean for appointment, a resume or vita, and official transcripts of all graduate work completed. No guarantee of employment is issued to part-time faculty at the time of appointment. An appointment as a part-time faculty member only constitutes eligibility to be employed if needed and as needed by the university at some future date. The department chair arranges part-time teaching assignments on a semester-by-semester basis and is not obligated to

employ part-time faculty for subsequent semesters. These appointments are reviewed comprehensively each spring by department chairs for determining formal reappointments for the coming year. In keeping with the temporary and as-needed status of part-time faculty, a decision not to renew an appointment can be made at the institution's discretion; non-renewal notice provisions do not apply to part-time faculty.

**Part-time Faculty Compensation & Benefits:** Total compensation for part-time faculty is determined on a course-by-course basis, semester-by-semester. The level of compensation per course is set in the annual part-time faculty agreement and takes into account highest degree, meritorious service at FVSU, and nature of the course. Part-time faculty employed on an as-needed basis are not eligible to participate in the university's fringe benefit programs. Attainment of an earned doctorate or terminal degree will raise the compensation level and rank of a part-time faculty member once his/her next annual appointment is renewed. The department chair must notify the Office of Academic Affairs of this achievement, and official transcripts showing the new degree must be provided for the personnel files in the Human Resources Office. If the part-time appointment is regular and .5 FTE or greater, the benefits offered will be based on FTE in accordance with Employees Categories policy in the Human Resources Administrative Practices Manual (Academic and Student Affairs Handbook, Section 4.2, [https://www.usg.edu/academic\\_affairs\\_handbook/section4/C681/](https://www.usg.edu/academic_affairs_handbook/section4/C681/)).

**Teaching Load (Academic Course Assignments) for Part-Time Faculty:** According to BOR policy (Academic & Student Affairs Handbook 4.2), a part-time faculty member cannot exceed more than one-halftime for the year at FVSU (i.e., less than .5 FTE), and a part-time faculty member teaching at FVSU and one or more other USG institutions must limit his/her employment to less than half-time employment (.5 FTE) for the year across all USG institutions. When two or more FVSU departments need to employ the same part-time faculty member, the department of the primary assignment is responsible for coordinating the part-time faculty member's total load and keeping it within the bounds of less than halftime.

The USG Policy in compliance with the Affordable Care Act (ACA) formulated a reasonable method of crediting hours for Part-time Regular and Temporary Faculty to determine healthcare eligibility by converting credit hours or contact hours to standard hours work using the formula: 1.25 Prep/Grading hours + .5 Office/Meeting hours per each Classroom/Contact hour per week. Below is a conversion chart which will be used for crediting hours on a weekly basis for Part-time Regular and Temporary Faculty for purposes of the ACA to determine healthcare eligibility ([https://www.usg.edu/hr/manual/employee\\_categories/](https://www.usg.edu/hr/manual/employee_categories/)):

Contact Hours per week	Classroom/Contact Hours	Prep/Grading Hours	Office/Meeting Hours	Standard Hours Worked	FTE/Effort
1 Contact Hours	1	1.25	.5	2.75	.07
2 Contact Hours	2	2.5	1	5.5	.14
3 Contact Hours (1 course)	3	3.75	1.5	8.25	.21
4 Contact Hours	4	5	2	11	.28
5 Contact Hours	5	6.25	2.5	13.75	.34
6 Contact Hours (2 courses)	6	7.5	3	16.5	.41
7 Contact Hours	7	8.75	3.5	19.25	.48
8 Contact Hours	8	10	4	22	.55
9 Contact Hours (3 courses)	9	11.25	4.5	24.75	.62
10 Contact Hours	10	12.5	5	27.5	.69
11 Contact Hours	11	13.75	5.5	30.25	.76
12 Contact Hours (4 courses)	12	15	6	33	.83

\*Regular part-time faculty eligible for leave accrual and retirement at .5 FTE and above

\*\*Regular faculty are fully benefits eligible at .75 and above (includes health and voluntary benefits and retirement and leave)

Retired USG faculty receiving Georgia Teacher Retirement System benefits also must restrict their part-time employment to a less-than-half-time basis following retirement (BoR Policy Manual, Section 8.2.8.3, [https://www.usg.edu/policymanual/section8/C224/#p8.2.8\\_retirement\\_and\\_post\\_retirement](https://www.usg.edu/policymanual/section8/C224/#p8.2.8_retirement_and_post_retirement)). Upon appointment at FVSU, part-time faculty will verify in writing that they are in compliance with this policy. FVSU's guidelines for defining the workload for teaching faculty appear in the Faculty Workload section of the Faculty Handbook. The typical instructional load for full-time faculty at FVSU is 12 undergraduate credit hours per semester and 9 credit hours for graduate instruction. These correspond to a total load during the academic year of 24 undergraduate semester hours and 18 graduate hours. This supplemental statement serves as the operational definition of what the upper limits of a less-than-half-time faculty load will be at FVSU. The upper limit of a less-than-half-time faculty workload is the teaching of no more than 11 undergraduate credit hours and no more than 4 graduate credit hours during the 9-month academic year. Unlike the expectations for full-time faculty, there are no additional or minimal FVSU expectations for the part-time colleague to be engaged in research, professional service, academic achievement, or advisement responsibilities at FVSU. During the Summer Session, a part-time faculty member should be limited to teaching no more than three to four credit hours in order to be employed less than halftime during that abbreviated term.

**Performance Review:** The instructional effectiveness of part-time faculty will be evaluated by department chair each semester and will be considered in decisions to employ part-time faculty in subsequent semesters.



### Librarian Faculty with Professional Ranks

Librarian faculty, as educators-practitioners engaged in professional librarianship, is expected to fulfil the following activities:

- Ascertaining high quality service, consultation, and comprehensive reference services to students, faculty, and other stakeholders of FVSU
- Providing enhanced access to information and contributing to global, networked information resources
- Acquiring, organizing, managing, and preserving information resources in a broad range of formats
- Creating an environment conducive to learning and research
- Teaching information retrieval and evaluation using current and emerging technologies
- Represent on Faculty Senate and submit reports as requested
- Provide necessary assistance for compiling SACS-COC reports as needed

The terminal degree appropriate for initial appointment of librarian faculty with professional rank in the Hunt Memorial Library at FVSU is an ALA-accredited master's degree or international equivalent in librarianship/information science. For those librarian faculty with specialties in other areas, such as archives or automation, as additional master's degree or significant experience in the appropriate field may be a valid terminal degree. Librarian faculty will be subjected to both annual performance review and multi-year review with the presumption of renewal for the next academic year, unless otherwise notified in writing by the Provost and Vice President for Academic Affairs or the president of FVSU. Librarian faculty will follow the annual review processes and timelines outline for tenure-track faculty.

### Research Faculty with Professional Ranks

Research Faculty with Professional Ranks (Research Assistant Professor, Research Associate Professor, Research Professor) are expected to engage in scholarly and creative research appropriate to their discipline; establish a research program; obtain independent research grants and contracts as principal investigators; direct student research; represent FVSU at local, regional and national forums; and provide extension services, when needed. These expectations apply to both part-time and full-time research faculty. Although their primary activity is research and scholarship, they may undertake teaching assignment not exceeding 1/3<sup>rd</sup> of their time, if their departments and deans see it desirable and does not interfere with their aggressive research agenda. In such case, their assigned teaching portion each semester should be funded through E&G (Education and General) budget.

All research faculty positions are non-tenure track, and therefore, they are not eligible for the award of tenure or probationary credit toward tenure. However, Research Faculty will enjoy all faculty privileges, including serving on faculty senate and standing institutional committees, and voting in faculty meetings.

- There shall be no administrative transfers between tenure track and Research track faculty positions. Nonetheless, faculty holding one type of position may apply for an open position

of the other type and be considered through the normal search and screening process. Like the other non-tenure track faculty, they are subject to annual performance review and multi-year performance review, with the presumption of renewal for the next academic year, unless otherwise notified in writing by Provost and Vice President for Academic Affairs or President; or their grant/contract or other funding support expires. They follow the same review process and timeline as tenure-track faculty. Research faculty with professional ranks are eligible to apply for promotion (BOR, Academic & Student Affairs Handbook 4.5) upon completion minimum consecutive years of full-time service. The minimum number of years of service required for promotion at FVSU is consistent with USG Academic Affairs Handbook, Section 4.5 ([https://www.usg.edu/academic\\_affairs\\_handbook/section4/C689](https://www.usg.edu/academic_affairs_handbook/section4/C689)):

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

\*The number of years is commensurate with the number of Annual Performance Evaluations completed (see section below for annual performance evaluation).

The review process for promotion of these individuals is similar to that of tenure-track/tenured faculty.

Administrative Faculty Members are those with administrative matters as their primary area of responsibility. They have academic faculty rank and normally located within the Academic Affairs Office.

#### Portfolio Guideline & Content for Pre-tenure, Tenure, Promotion, & Post-tenure Reviews

The Office of Academic Affairs will notify each year to all faculty members of their next eligible reviews for promotion as well as their next required reviews for pre-tenure, tenure, and post-tenure. All faculty members must adhere to the required review process by submitting their portfolios on time. Failure to submit the required documentation on the part of a faculty member shall be considered that the individual is not meeting expectations. For all reviews, the portfolios should be arranged in the following order:

#### Section I. Forms

- To be completed by the Applicant, Department Chair, Deans, Provost and Vice President for Academic Affairs)

## Section II. Documentation

- Letter of Application (for Tenure, Promotion, Pre- or Post-Tenure Review) - This is a narrative that states why your application should be approved. It is a *sell yourself* narrative that summarizes (no more than 12 pages, double-spaced, 12-point type, with one-inch margins):
  - Your goals and accomplishments as a faculty member.
  - The unique or valuable contributions you have made/are making as a member of the FVSU community.
  - Accomplishments and contributions during the period under review in the following areas as appropriate:
    - Teaching (i.e., innovative teaching critical thinking, higher order thinking, technology infusion, and multiculturalism)
    - Research and Creative Activity.
    - Professional Service.
    - Administration & Leadership.
  - Future/long-range goals as they relate to the goals of the Department and/or University.
- Current Curriculum Vitae (to include a list of courses taught, funded research, publications by category: books, chapters in books, edited volumes, refereed journal articles, articles in popular publications, etc., selected professional presentations, professional, university, community service, honors and awards. The curriculum vitae should not exceed ten pages. Please provide an electronic as well as a hard copy.
- Samples of Course Syllabi (for a maximum of three courses taught over the past five years)
- Samples of Student Evaluations (i.e., select at least five from among the different courses taught and/or courses taught of the past five years).
- Evidence of Research and Creative Activity (e.g. excerpts from conference programs and proceedings; conference presentation evaluations; title pages and abstracts from professional journal or the full article; title pages and tables of contents from books, evidence of grant solicitation; book, chapter and article reviews; copies of exhibit and performance programs; photographs of commissioned or exhibited art works).
- Evidence of Professional Service (e.g., Committee assignment documentation; Copies of meeting minutes; Copies of products developed; Recognition by others of contributions; Evidence of statewide, regional, national or international professional service).
- For Administrators, evidence of the quality and significance of the faculty member's administration and leadership (e.g., documentation indicating leadership assignments, evidence of program evaluation, supervisor, peer and employee evaluations, and copies of products developed).

Beyond the material provided in each indexed section, the faculty member may wish to include one-page summary of any activity not readily supported by documentation in each relevant section.

### Typical Schedule for Reviews

All reviews follow the following typical schedule, unless extenuating administrative changes to the schedule are warranted:

Unit Level	Deadline	Event
Academic Affairs	March 15	Candidates notified via email of recommendation to apply for pre-tenure, promotion and/or tenure, and post-tenure.
Department	September 30	Candidates submit Portfolio to the Department Chair or Unit Supervisor via SharePoint.
	Oct. 10	Chair/Supervisor forwards faculty portfolios to the Departmental/Unit Review Committee.
	Oct. 17	Departmental/Unit Review Committee forwards recommendations to the Chair/Director
	Oct. 24	Chair/Supervisor forwards recommendations to the Dean/ Supervisor and notifies all candidates of their status by 5:00 p.m.
College	Oct. 31	Deadline for faculty with a negative recommendation on tenure and/or promotion or post-tenure by the Chair/Director to appeal to Dean/Supervisor by 5:00 p.m. Failure to meet this deadline, without Dean's approval for an extension, will render the Chair's recommendation final and any further review on tenure and/or promotion or post-tenure will end at this point.
	Oct. 31	Dean/Director forwards portfolios with a positive recommendation to the College-wide Committee for review.
	Nov. 14	College-wide Committee forwards recommendations to the Dean/Supervisor.
	Nov. 16	Dean/Supervisor forwards recommendations to the Provost/VPAA and notifies all candidates of their status by 5:00 p.m. The Pre- and Post-Tenure Review Process end at the college-level. <i>There is no appeal process for the pre-tenure review process.</i>
	Jan. 9	Candidates with negative results for Post-Tenure should complete a Professional Development Plan (PDP). Signed PDPs submitted to Provost/VPAA.
Academic Affairs	Nov. 22	Deadline for faculty with a negative recommendation on tenure and/or promotion or post-tenure by the Dean to appeal to the Provost/VPAA by 5:00 p.m. Failure to meet this deadline, without Provost's approval for an extension, will render the Dean's recommendation final and any further review on tenure and/or promotion or post-tenure will end at this point.
	Nov. 23	Provost/VPAA forwards portfolios with a positive recommendation to the Institution-wide Committee for review.
	Dec. 12	Institution-wide Committee forwards recommendations to the Provost/VPAA.
	Jan. 9	Provost/VPAA forwards recommendations to the President, and notifies all candidates of their status by 5:00 p.m.
President	Jan. 16	Deadline for faculty with a negative recommendation on tenure and/or promotion, or post-tenure by the Provost/VPAA to appeal to the President by 5:00 p.m. Failure to meet this deadline, without the President's approval for an extension, will render the Provost/VPAA's recommendation final and any further review on tenure and/or promotion or post-tenure will end at this point.
	Jan. 23	President notifies unsuccessful candidates who have appealed to him of their status.
	Jan. 23	President sends positive recommendations to faculty member and Provost/VPAA. President forwards recommendations to Human Resources for input into ADP/MFE System.



**FORT VALLEY  
STATE UNIVERSITY**

**5**

**SECTION**

## SECTION 5: FACULTY APPOINTMENTS & CONTRACTS

### Faculty Appointments

All faculty appointments with rank and/or tenure-track status and all administrative faculty appointments with rank and/or tenure-track status, upon the recommendation of the department head and dean, must be routed to the Office of the Provost and Vice President for Academic Affairs for approval. The President of the University must grant final approval for all faculty and administrative faculty appointments.

- **Tenure Track Appointments:** Any tenure and/or tenure track appointment is confined to full-time teaching faculty employed on a continuing basis and to academic administrative faculty with professorial rank.
- **Faculty Professorial Rank Appointments:** Faculty with an earned doctorate, acceptable terminal degree, or other acceptable credential, is appointed to one of the professorial ranks (i.e., Assistant Professor, Associate Professor, or Professor).

### Other Faculty/Instructor Rank Appointments

**Appointment of Part-time Faculty:** No guarantee of employment is issued to part-time faculty at the time of appointment. An appointment as a part-time faculty member only constitutes eligibility to be employed if needed and as needed by the university at some future date. The department chair arranges part-time teaching assignments on a semester-by-semester basis and is not obligated to employ part-time faculty for subsequent semesters. These appointments are reviewed comprehensively each spring by department chairs for the purpose of determining formal reappointments for the coming year. In keeping with the temporary and as-needed status of part-time faculty, a decision not to renew an appointment can be made at the institution's discretion; non-renewal notice provisions do not apply to part-time faculty.

**Appointment of Lecturers:** Instructional staff members may be appointed to the position of lecturer when additional basic skills instruction is needed within the academic unit. Lecturers are not eligible for the award of tenure. Not more than 20% of FVSU's FTE corps of primarily undergraduate instruction may be lecturers and/or senior lecturers. Lecturers and senior lecturers are appointed on a year-to-year basis.

**Appointment of Senior Lecturers:** Lecturers who serve for a period of at least six years at FVSU may be considered for promotion to the rank of senior lecturer during the sixth year or be terminated from the institution; only in exceptional circumstances will a lecturer be reappointed as a lecturer after six years of service to the institution. Initial appointment at the rank of senior lecturer is reserved for those with extensive experiences and accomplishments. Promotion to senior lecturer, or initial appointment at the rank of senior lecturer, requires approval by the President and must be reported as a matter of information to the Senior Vice Chancellor for Academics and Fiscal Affairs when promotions for ranked faculty are transmitted to the University System Office. Reappointment procedures for senior lecturers follow the same reappointment procedures as those for lecturers. Senior lecturers are not eligible for the award of tenure.

**Disclaimer:** All teaching faculty must have qualifications that satisfy all SACSCOC accreditation requirements.

### Qualifications for Faculty Appointments

#### A. Qualifications for all Faculty within the University

The minimum academic qualification for employment of all faculty within the University is a master's degree. However, exceptions may be made for the following: persons of special learning, professional experiences, and exceptional ability; promising individuals who have acquired the bachelor's degree and are near completion of their graduate training; and/or evidence of ability as a teacher, evidence of scholarly competence and activity; and these other qualifications: successful experience (this must necessarily be waived in the case of beginners who meet all other requirements), desirable personal qualities and demonstrated oral proficiencies and written skills in English judged on the basis of personal interviews, position papers, and formal oral presentations during the interview process, and the submission of complete biographical data, official copies of academic credentials, and letters of recommendations.

#### B. Qualifications for Faculty Appointments at Senior Ranks

In addition to the "minimum qualifications" listed above, initial appointees to the ranks of associate or full professor must have the earned doctorate degree, equivalent training experiences or expertise, or be able to provide expert training in an area of critical need for which a professional with a terminal degree has not been found after an extended search process. Detailed guidelines for the employment of faculty are available from the Office of Human Resources.

### Classified Personnel

Individuals interested in employment in a classified position must file an application of employment directly with the Office of Human Resources.

### Faculty Recruitment, Application and Hiring Procedures

For applicants interested in employment as either academic administrator, full-time or part-time faculty, or classified personnel at the University, certain prescribed procedures must be followed. First, administrative approval must be granted to a unit's Request to Fill a Vacant Position Form. For academic administrators and faculty positions, the search process must, then, be approved by the Affirmative Action Officer. Classified positions that have been authorized by supervisors at each administrative level must be posted in the Office of the Director of Human Resources. The following additional steps must be taken prior to the official employment of faculty at the University:

**A. The Recruitment Process:** Whether full- or part-time, faculty and academic administrators are recruited through a search process and recommended for employment following a review of their peers with subsequent reviews and approval by the College Dean, the Provost and Vice President for Academic Affairs, and the President, the latter of whom is the only authorized person to extend the contract for employment.

New faculty members are recruited to fill positions or vacancies created by resignations, budget redirections, or dismissals. They may also be recruited to fill temporary appointments for a specific length of time. An example of the latter would be an appointment for a year or less to fill a temporary vacancy resulting from a regularly employed faculty member being on a leave of absence.

**B. The Application Process:** An Employee Application Form must be completed and kept on file through the search process for each person formally applying for a faculty position at the University. An applicant will be ineligible for employment if he/she has been convicted of a crime involving moral turpitude, unless the applicant has been pardoned as provided by law. Background checks are required and other forms are to be on file as required by the USG prior to employment.

All non-faculty employees (e.g., permanent, temporary, part-time, seasonal, emergency/temporary, etc.) must complete the official employment application available in the Human Resources Office. In all cases, particular attention will be given to insure adherence to all policies affecting employment, including the nepotism policy. Guidelines and procedures for the employment of non-faculty personnel are available in the Office of Human Resources.

The Provost and Vice President for Academic Affairs shall send to the President who, in turn may send to the Chancellor as necessary, with the recommendation for employment of a non-citizen, certification that the services to be performed do not involve direct participation in the formulation, execution, or review of broad public policy and that United States citizenship does not bear some rational relationship to the special demands of the particular position to be filled. Faculty members must have current, valid proof of employment eligibility in the US due to citizenship, status as a permanent resident or status as an employment-eligible non-resident when they begin work.

Non-resident international faculty at FVSU can be sponsored as short-term visiting scholars (J-1 visa) or for extended employment under an employment-sponsored visa (such as an H1B) through Human Resources. International faculty may contact the Office of Human Resources for advice and assistance regarding employment eligible visa status. Department chairs wishing to sponsor short-term scholars for J-1 visas should contact the Office of Human Resources for assistance. FVSU sponsors filings for employer-sponsored petitions (ex. H1B) and permanent residency for full time tenure track faculty only.

### C. The Hiring Process

After the application for a faculty, classified staff, or academic administrator's position has been received, reviewed, and recommended for approval by the supervisor of the area to the appropriate Vice President (faculty, academic administrators and their staff are reviewed and recommended for employment by the Provost and Vice President for Academic Affairs), the complete hiring package, including the signed Personnel Action Notice (PAN), is then forwarded to the Vice President for Business & Finance. This office processes the budget section of the form, verifies conformity with authorized salary levels, then signs and forwards the package to the President.



The President signs the PAN and issues a letter of agreement to the new hire (as appropriate). The hiring package is then sent to the Office of Human Resources. When the Director of this office sends a copy of the approved PAN to the Unit Chair, the hiring process is complete. A reporting date is established. An offer of employment is made by the Unit Chair at the approved PAN rate. The Office of Human Resources provides orientation for the new hire presenting all information required for payroll and benefits; and, gives a brief orientation to the University's rules and regulations. A new employee package is provided. All required payroll forms are forwarded to Payroll to officially place the employee on the payroll. For classified personnel, if a drug-test or background check is required, such will normally be processed by the Office of Human Resources on or prior to the official reporting date.

Because of the potential legal ramifications and violation of university policy, no supervisor is authorized to bring a person on board until each prescribed step for employment is completed and the new hire has been processed through the Office of Human Resources. No academic officer, full- or part-time faculty member, or classified personnel is authorized to report to duty prior to receipt of the President's authorization of the processed PAN. New hires cannot start working until approval has been received.

### Contractual Agreements and Responsibilities

**A. Academic Year/Fiscal Year Contracts:** An official contract, approved by the BOR, is issued by the President to confirm employment of faculty hired on tax-levy funds at the University. Contracts are normally issued by July 1 of each year. Faculty members who fail to verify or maintain their official credentials, degrees, certification or licenses required to teach the subject matter of their contract, shall be subject to immediate dismissal for breach of their employment contract. Failure to sign and return one's contract to the Office of the President within the period specified therein may be interpreted as an abandonment of the position offered. The University releases its employment obligations, rights, and privileges and other benefits to faculty who do not submit their signed contracts by the required period. All official credentials of the faculty are maintained in a permanent file in the Office of the President.

**B. Inter-departmental Transfer of Faculty:** FVSU adheres to the BOR policy (Section 5.4.3) for Internal Transfer when considering a faculty member for inter-departmental transfer, as quoted below:

"Internal Transfer – The shift of an employee from one position to another of the same classification or to one with comparable skills and in the same general pay range in the same institution. The employee who is affected by an internal transfer shall continue all benefits uninterrupted. The employee will not restart the provisional period."

**C. Employment of Faculty from Within the USG:** Authorization from the Chancellor is required if a President wishes to consider employing a faculty member from another unit of the USG. Such authorization must be secured prior to contacting the faculty member. When a formal offer is made, the letter shall include a statement of the effect that acceptance can be made only after all contractual obligations have been fulfilled and a replacement secured.

**D. Inter-Institutional Employment:** The practice of utilizing the talents of faculty and other personnel by two or more units of the University System during the fiscal year is becoming more prevalent. To account for such employment, consistent with the University System's guidelines for budgeting and accounting, the following procedures are observed:

- The faculty member will receive his/her full contract pay from the base institution, remaining as a "fully employed" individual at the base institution.
- Institutions cost-share the employee's time (EFT) and salary. Efforts are required to ensure that the EFT and salary accorded do not exceed the employee's contract.
- In distributing the salary and wage costs from routine payroll records, the base institution pays its budgeted portion with the remaining amount being allocated to "Accounts Receivable."
- The fiscal officers of the institutions involved will arrange to settle the accounts between institutions.
- Payroll overhead (Staff Benefits) related to the Personal Service dollars involved may be transferred if the amount is deemed material by the fiscal officers concerned.
- In instances where Sponsored Operations are involved, the overhead allowance in any given contract shall remain at the institution where the sponsored project is located. Exceptions to this rule may be made if the amount is significant. An amount shall not be considered significant unless it exceeds 50 percent of the total overhead allowance for that project. This statement shall not apply when sponsored projects are awarded jointly to two or more institutions. The arrangements stipulated in the contract shall prevail in such instances.

#### Faculty Employment – Renewal/Removal/Resignations/Suspensions/Termination

##### A. Continuous Employment

**Tenured Faculty:** Unless cause has been established otherwise, all tenured faculty members employed under written contract for the academic year (i.e., two semesters) and for the fiscal year (i.e., 12 months) will automatically be issued a contract, respectively, for the ensuing academic or fiscal year. However, fiscal faculty should remain cognizant of the fact that tenure at the University is only guaranteed for a nine-month period only. Tenured faculty employed under written contract for the fiscal or academic year shall give written notice of their intention to resign to the President or his/her authorized representative, postmarked no later than February of the year, immediately preceding the expiration of the contract period.

**Non-tenured Faculty:** Each year, immediately preceding the expiration of a contract period, the President of the University or his/her authorized representative shall, in writing, advise all non-tenured faculty employed under written contract if an employment contract for the succeeding academic year will be offered. The written notice to the effect that an employment contract will not be issued shall be delivered by hand or by certified mail to the addressee, with receipt to show delivery and the address where delivered.

## B. Transition in Contract

When a fiscal year administrative employee returns to an academic appointment as a faculty member, the salary shall be determined on the same basis as other faculty members with similar rank and experience within the department to which he/she returns or those in other similar positions within the institution.

## C. Non-Renewal of Contract

**Lecturers & Senior Lecturers:** Full-time lecturers and senior lecturers are appointed by institutions on a year-to-year basis.

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 as follows:

- For lecturers with less than three (3) years of full-time service, institutions are encouraged to provide non-reappointment notice as early as possible, but no specific notice is required.
- For lecturers with three (3) or more years but less than six (6) years of full-time service, institutions must provide non-reappointment notice at least thirty (30) calendar days prior to the institution's first day of classes in the semester.
- For senior lecturers or lecturers with six (6) years or more of full-time service, institutions must provide non-reappointment notice at least one hundred and eighty (180) calendar days prior to the institution's first day of classes in the semester.

Lecturers or Senior Lecturers who have served for six (6) 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 developed by the institution. The procedures must be approved by the Chancellor or his/her designee prior to implementation. Additional appeal procedures are contained in Policy 8.6 Application for Discretionary Review. (BoR Minutes, February 2015)

In no case will the service as lecturer or senior lecturer imply any claim upon tenure or reappointment under other conditions than those above.

**Suspension of Faculty Members:** The President may at any time suspend any University Faculty member for cause.

**Dismissal of Faculty Members:** The grounds and procedure for dismissal of University Faculty shall be in accordance with the Bylaws and Policies of the BOR.

### Intention to Renew Contracts and Resignations

**A. Tenured:** All tenured faculty members employed under written contract for the fiscal or academic year shall give at least sixty days written notice of their intention to resign to the President of the institution or to his/her authorized representative.

**B. Non-tenured:** Each year, on or before the dates specified in Regents' tenure regulations, the president of an institution or his/her authorized representative, shall advise, in writing, all non-tenured faculty who have been awarded academic rank (instructor, assistant professor, associate professor, professor) and who are employed under written contract whether an employment contract for the succeeding academic year will be offered to them. Such written notice shall be delivered by hand or by certified mail, to be delivered to the addressee only, with receipt to show to whom and when delivered and the address where delivered.

Notice of intention to renew or not to renew a non-tenured faculty member who has been awarded academic rank of instructor, assistant professor, associate professor, or professor 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 in the institution.

This schedule of notification does not apply to persons holding temporary or part-time positions, or persons with courtesy appointments, such as adjunct appointments.

Non-tenured faculty and other non-tenured personnel employed under written contract shall be employed only for the term specified in the contract, and subsequent or future employment, if any, shall result solely from a separate offer and acceptance requisite to execution of a new and distinct contract.

**Tenure Rights:** full-time faculty members are employed either on a twelve-month contract or on a nine-month basis. While tenured faculty may be issued a fiscal-year contract (for 12-months) or an academic-year contract (for 9-months), faculty are only tenured at the University on a nine-month basis.

**Mandatory Events Requiring Faculty Participation:** Attendance at Founders' Day, Spring Commencement, Fall Commencement, Faculty/Staff Institute, and University Faculty meetings is required unless the faculty member is officially excused by the Vice President for Academic Affairs upon the recommendation of his/her College Dean. Formal academic attire must be worn at Founders' Day, Spring Commencement, and Fall Commencement. Participation in mandatory events is an integral part of the faculty's annual evaluation and the reward system of the institution.

### Special Faculty Employment Opportunities

**A. Summer Faculty Employment:** Summer employment is contingent upon course enrollment. Faculty who are employed on an academic year contract or who are part-time employees will

be employed during the Summer Session subject to their having achieved the expected enrollment targets in assigned classes. Twelve-month faculty will assume their teaching assignments under their continuing annual contracts.

**B. Determination of Compensation:** Summer compensation will be in accordance with FVSU Administrative Policies and Procedures Manual Section 0101.1901 (see Appendix 11)

**C. Other Information:** Summer School Agreements will be issued by the Vice President for Academic Affairs Office in accordance with the above stated Compensation Policy. Total summer faculty compensation cannot exceed 33.3 percent of the faculty member's regular nine-months compensation for the previous academic year (BoR Policy Manual, Section 8.3.12.3, <https://www.usg.edu/policymanual/section8/C245/>)

**Intrasystem Recruitment:** If and when the President of FVSU wishes to consider a full-time principal administrator or faculty member of another USG institution for employment, he/she shall notify the President of the employing institution before an offer is made to the principal administrator or faculty member. When a formal offer is made, the letter shall acknowledge that critical obligations should be fulfilled at the current institution within a reasonable and mutually agreed upon timeframe (BoR Policy Manual, Sections 8.3.3.1, <https://www.usg.edu/policymanual/section8/C245/>).

**Preventing Potential Conflicts of Interests:** The basic criteria for the appointment and promotion of faculty in several institutions of the University System shall be appropriate qualifications and performance as set forth in the Policy Manual of the BOR. Relationship by family or marriage shall constitute a potential conflict of interest if they work directly in supervisor-subordinate relationship.

**Employment of Relatives:** No individual shall be employed in a department or unit that will result in the existence of a subordinate-superior relationship between the individual and any relative of such individual through any line of authority. Relatives are defined as husbands and wives, parents and children, brothers, sisters, and in-laws of the foregoing. As used herein, line of authority shall mean authority extending vertically through one or more organizational levels of supervision or management. This standard does not apply to the temporary or part-time employment of children under age 25, nor to any individual employed as of February 14, 1990 at any institution where a relative of such individual then holds a superior position at least one level of supervision removed from such individual in any line of authority. Exceptions may be approved by the BOR upon recommendation of the Chancellor as being clearly in the best interest of the institution and the University.

**Concurrent Outside Employment:** The members of the faculty shall not engage in any occupation or pursuit that interferes with the regular and punctual discharge of their official duties. Faculty must report to their supervisors all outside employment at the beginning of each term using the Dual Appointment Agreement form.

**Temporary or Part-time Faculty:** Temporary or part-time faculty serving without a written contract hold their employment at the pleasure of the President, the Provost and Vice President for Academic Affairs, or the immediate supervisor, either of whom may discontinue the employment of such employees without cause or advanced notice.

**Orientation of New Faculty:** Newly employed full-time and temporary faculty are required to attend the orientation session provided at the beginning of the academic year prior to the opening of the faculty/staff institutes. All faculty, new and returning, are required to attend the annual faculty/staff institutes where they are oriented to the University, its updated policies, priorities, and strategic initiatives for the academic year. All new employees are responsible for reading and familiarizing themselves with the contents of the appropriate policy and/or procedure manuals at the University, particularly the following: personnel policies and procedures, vacation and leave benefits, insurance benefits, retirement benefits, job description, and compensation. The department chair or immediate supervisor is responsible for explaining the duties and responsibilities of the specific job assigned and for orienting new faculty who are hired after the beginning of the academic year.

**Orientation of Part-time Faculty:** Orientation for part-time faculty is provided by the department chair or supervisor. Prior to meeting classes, the part-time faculty member meets with his/her supervisor for an on-site orientation. Part-time faculty members are provided office space and other resources required to meet departmental expectations. Part-time faculty must meet classes as scheduled, participate in the departmental assessment plan as required, maintain office hours, and be accessible to students. The official academic records of the part-time faculty member must be submitted to the department chair at the close of each semester.

#### Other Special Faculty Opportunities

**Endowed Chairs, Professorships, and Fellowships:** will be established by the BOR upon request of the President and recommendation of the Chancellor, only after it is assured that the endowment is properly funded and that the investment strategy of the endowment, wherever held, will meet the continuing demands of the Chair, Professorship, or Fellowship. The endowment income will be used for salary supplementation and for other professional support of the holder of the endowed position, including assistance in the research of the holder.

The holder of a Fellowship shall be a qualified person of professorial rank (professor, associate professor, or assistant professor), irrespective of tenure status. The endowed fellowship will be used to provide temporary support (not to exceed one academic year) for:

- distinguished scholars who are in temporary residence at the institution while participating in planned academic programs;
- visiting scholars who are in temporary residence at the institution for special academic programs or purposes;
- institution faculty who has made unique contributions to academic life or to knowledge in their academic disciplines; and,
- institution faculty of any academic rank, irrespective of tenure status, who have been selected for teaching excellence through procedures established by the institution.

**Support of Academic Positions from Gifts and Endowments:** No endowed chair, professorship, or fellowship will be established or announced without prior approval of the BOR, and no initial appointment will be made to a chair, professorship, or fellowship without prior approval by the

BOR. Recommendations for specially designated academic positions shall be made by the Chancellor to the BOR which shall defer to the Finance and Business and the Education Committees for recommended actions.

**The Georgia Eminent Scholars Endowment Trust Fund:** Funds appropriated to the BOR, shall be used exclusively to endow academic chairs to attract eminent scholars to join the institution. Criteria for such scholars shall be established by the President. The institution may petition the BOR to add the name of a donor or benefactor to the endowed chair.

**The Regents' Professorship:** The Regents' Professorship title shall be awarded by the BOR only upon the unanimous recommendation of the President, the Provost and Vice President for Academic Affairs, the Dean of the Graduate School, and three other members of the faculty named by the President, subject to the approval of the Chancellor and the Committee on Education. The Regent's Professorship title, granted for a three-year period may be considered for renewal for a second three-year period. After a period of six years, the Regents' Professorship shall automatically become coincidental in term with the regular professorship.

**Emeritus Title:** Per the Board of Regents (BoR) Policy Manual in 2.11 Title of Emeritus or Emerita, the title of President Emeritus or President Emerita may be conferred only by the Board of Regents (BoR) on the recommendation of the Chancellor. A President of a University System of Georgia (USG) institution may, at his or her discretion, confer the title of emeritus or emerita on any retired faculty member or administrative officer who, at the time of retirement, had ten or more years of honorable and distinguished USG service (<https://www.usg.edu/policymanual/section2/C2680>). FVSU faculty and administrators seeking emeritus title should comply with its Emeritus/Emerita Policy (see Appendix 10 for FVSU Emeritus/ Emerita Policy).

### Salaries and Benefits

**Criteria for Determining Salaries:** Consistent with Regents' policy on non-discrimination and with the approved purpose of the institution, *entry-level* salaries are 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.

**Salary increases:** for full-time teaching faculty shall be awarded based on 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, seniority, research productivity, academic achievements and publications, academic honors and recognitions, relevant professional achievements and recognitions, and non-teaching services to FVSU.

The institution has identified specific criteria, consistent with this policy, upon which the determination of the extent of salary increases will be based (see the section on Annual Performance Evaluation and the instrument at [www.fvsu.edu/human-resources](http://www.fvsu.edu/human-resources)). The rubric used to determine how the faculty member's performance will be evaluated for the purpose of the determination of salary increases is based on a four-point scale that is applied to the faculty member's ranking achieved on Part II Meritorious Performance of the Annual Evaluation Instruments.

**Salary Increase Procedures:** Salary increases for full-time faculty shall be awarded on the basis of merit (BoR Policy Manual, Section 8.3.12.2). Criteria for determining the extent of such increases, as reflected in FVSU annual performance and periodic reviews, shall include:

- Teaching performance;
- 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.

**Transition in Contract for Employment:** When a fiscal year administrative employee returns to an academic appointment as a faculty member, the salary shall be determined on the same basis as other faculty members with similar rank and experience within the department to which he/she returns or those in other similar positions within the institution.

**Extra Compensation:** Faculty may be paid extra compensation only when all four of the following conditions are met and verified by the Department Chair and Dean:

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

In addition, extra compensation will only be paid for credit-hour-generating teaching activities. Extra compensation will not be paid to twelve-month faculty.

**Outside Consulting:** FVSU recognizes the importance and need of faculty members to engage in consulting activities within their professional and academic areas, for which the individual receives additional monetary compensation during the contract year. However, all faculty members on contracts of nine months or more must obtain written approval from the President or President's designee prior to engaging in compensated outside consulting that relate to their expertise or responsibilities as FVSU employee. (BoR Policy, Section 8.2.18.2.3). If permission is granted, the following conditions apply (BoR Policy, Section 8.2.18.2.4):



- Time that faculty may engage in outside consulting during work hours, if any;
  - If faculty outside consulting is permitted during work hours, the maximum limit is, on average, one day per week.
  - Unless express permission is granted by the institution President, whose approval authority may not be delegated, twelve-month faculty who earn annual leave must take leave consistent with USG and institutional procedures governing the use of leave when engaged in consulting during the faculty member's work hours.
- A determination of what institutional resources may be used for outside consulting work;
- A plan for reimbursing the institution for non-incidentual use of the institution's personnel, facilities, equipment, and materials consistent with rates charged outside groups or persons;
- A procedure for defining and managing conflicts of interest and conflicts of commitment regarding outside faculty consulting.

**Salary Supplements from Foundations:** No consideration shall be given to salary supplements that may be paid from foundations or other sources in order that salary supplements will be over and above the regular salary paid with State funds.

A supplemental budget shall be prepared to include supplements to be paid from Foundations or other sources. The salary to be paid from State funds for summer school employment or for a leave of absence with pay shall be based on the approved salary exclusive of any supplement. Each faculty or staff member receiving a salary supplement shall be advised that she/he is receiving the salary supplement with information as to the amount and source of funds and that the salary supplement was upon the recommendation of the President of the institution.

#### Fringe Benefits Insurance Coverage and Annuities

FVSU employees are entitled for specific fringe benefits and annuities such as Group Health Insurance; Group Life Insurance; Annuity Programs; Professional Liability Insurance; Retired Employees' Insurance; Disabled Employees' Insurance; Insurance for Dependents of Deceased Employees, Retirees, or Disabled Employees; Workers' Compensation; Unemployment Compensation; Security Bond; Credit Unions; Social Security; Retirement Benefits; and, Employment Beyond Retirement within the guidelines stipulated by the BOR. These benefits may change over time. Faculty members are encouraged to refer the FVSU Human Resources website or contact the benefits coordinator in FVSU Human Resources Office for the latest and/or specific benefits applicable in a given case.

#### Leave Policies

In accordance with BOR policies, the University has established a control system for recording employee leave. The leave process is initiated by the individual faculty member who makes formal request to the Department Chair. The request is forwarded from the Department Chair to the Dean of the College who makes a recommendation to the Provost and Vice President for Academic Affairs. The Provost and Vice President for Academic Affairs submits recommendations to the

President who grants leave subject to the approval of the BOR. The President may, with the approval of the Chancellor and the BOR, grant leaves of absence, with or without pay, to members of the institution's faculty or administrative staff.

**Educational and Professional Leave:** The President may grant leave of absence of one year or less with or without pay, and report to the Chancellor. Extensions of such leaves or initial granting of leaves for more than one year require the approval of the Chancellor or his designee (BoR Policy, Section 8.2.7.4).

**Academic Leave with Pay:** In considering a request for a leave with pay, the President bears in mind that it is the policy of the BOR that such leaves shall be granted only for the purposes of promoting scholarly work and encouraging professional development. The President also takes into consideration the effect that the granting of the leave will have on the institution or on the department of which the applicant is a member. If the applicant's work cannot be handled by another faculty member 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 on the request for a leave. The President also would not ordinarily approve a request for a leave with pay if the applicant has been employed for less than three years at FVSU.

If any employee has been approved his/her request for leave of absence with pay, he/she should sign an agreement before beginning the leave, indicating that:

- 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;
- 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,

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

A faculty or staff member who returns from an authorized leave which enhances professional study and development shall be entitled to a salary which will include, as a minimum, the mandated across-the-board salary raises which occurred during the period of leave.

No leaves of absence will be granted to persons in the USG retirees who are drawing retirement benefits from the Teachers' Retirement System of Georgia or from the University System.

**Sick Leave with Pay:** Sick leave with pay may be granted at the discretion of the institution and upon approval by the supervisor for an employee's absence for any of the following reasons (BoR Policy, Section 8.2.7.2):

- 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.

When sick leave is claimed by an employee for a continuous period in excess of one week, a physician's statement is required to permit further claim of sick leave rights by the employee-patient. A terminating employee does not accumulate sick leave and is not entitled to receive sick pay after the last working day of his/her employment. If the employees move between USG institutions, accumulated sick leave will be transferred, provided there is no break in service.

**Sick Leave without Pay:** Any employee unable to return to work after exhausting all accumulated sick leave and accrued vacation leave may be granted sick leave without pay for a period not to exceed one year. Furthermore, such approved sick leave shall allow the employee the right to elect to continue his/her group insurance benefits, and the institution will continue its share of the cost for such period. All other benefits are prohibited which otherwise would accrue to the employee (BoR Policy, Section 8.2.73).

**Maternity Leave:** Leave requests due to pregnancy are considered by the appropriate Family Leave or Sick Leave provisions of these policies.

**Family and Medical Leave:** Any employee who has been employed for at least 12 months (or for a minimum of 1,250 hours over the 12-month period immediately preceding the commencement of such leave) is eligible for 12 work weeks of unpaid leave during a 12-month period commencing on the date the family leave begins. in the event of:

- birth and care of the newborn child of the employee,
- legal placement of a child with the employee for adoption or foster care,
- care of an immediate family member (spouse, child, or parent) with a serious health condition, or
- a serious health condition of the employee himself/herself, which renders him/her unable to perform the duties of his/her job.

Section 585 of the National Defense Authorization Act (NDAA) amends FMLA to permit certain relatives of military personnel to take up to twenty-six (26) work weeks of leave to care for a member of the Armed Forces in various situations. NDAA also permits an employee to take FMLA leave for a qualifying exigency arising out of the fact that an immediate family member, as defined by the FMLA, is on active duty in support of a contingency operation (BoR Policy, Section 8.2.7.6).

**Death of an Employee:** Upon the death of an FVSU faculty member, the University will pay to the surviving spouse *either* deferred compensation *or* an amount equal to the faculty members

accrued leave, whichever is greater. In no case shall payment for both be made. This provision applies to those who were employed full-time, halftime, and part-time.

**Military Leave with Pay:** Military leave with pay may be granted in following forms (BoR policy, Section 8.2.7.4)

- **Ordered Military Duty:** For the purpose of this policy, ordered military duty shall mean any military duty performed in the service of the State or the United States, including but not limited to service schools conducted by the Armed Forces of the United States. Such duty, performed for a period or periods not exceeding a total of 30 days in any one calendar year, shall be deemed ordered military duty regardless of whether the orders are issued with the consent of the employee.
- **Leave of Absence:** An employee who receives orders for active military duty shall be entitled to absent himself/herself from his/her duties and shall be deemed to have a leave of absence with pay for the period of such ordered military duty, and while going to and returning from such duty, not to exceed a total of 18 work days in any one calendar year and not exceeding 18 work days in any one continuous period of absence (as authorized by Georgia Law O.C.G.A. 38-2-279 [e]). At the expiration of the maximum paid leave time, continued absence by the employee shall be considered as military leave without pay. The employee will be required to submit a copy of his/her orders to active duty.
- **Emergency Leave of Absence:** Notwithstanding the foregoing leave limitation of 18 days, in the event the Governor declares an emergency and orders an employee to State active duty as a member of the National Guard, such employee while performing such duty shall be paid his/her salary or other compensation as an employee for a period not exceeding 30 days in any one calendar year and not exceeding 30 days in any one continuous period of such State active-duty service.
- **Military Differential Pay:** Institutions of the University System of Georgia may pay an employee Military Differential for absence while engaged in the performance of ordered military duty and while going to and returning from such duty, after expiration of the payment period provided for in the paragraphs above. Military Differential Pay is equal to the amount by which an employee's projected state base pay for a covered pay period exceeds the employee's actual military pay and allowances as applicable to that pay period. Military Differential Pay programs must be applied consistently to all eligible employees within the Institution, not to exceed a total of twelve months in any one federal fiscal year (October 1-September 30). At the expiration of the maximum Military Differential Pay, continued absence by the employee shall be considered as military leave without pay unless annual leave is allowed. Funding for Military Differential Pay is based on existing institution budget.
- **Payment of Annual Leave:** After an employee has exhausted his/her paid military leave, an institution may pay the employee for his/her accumulated annual leave.

**Miscellaneous Leave:** In extreme circumstances, when an employee has exhausted all his/her leave university may allocate additional leave from the pool of unused leave donated by other employees (usually at the time of their retirement), when available.

**Personal Leave:** At the discretion of the President of an institution, personal leave of absence without pay for periods not to exceed one year may be approved. Such approved personal leave shall allow the employee the right to elect to continue group insurance benefits.

**Other Leave:** In the event of inclement weather or any emergency that requires leaves of absence of employees, the President of a unit in the System may declare leave with or without pay.

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

**Voting:** Employees of the University System are encouraged to exercise their constitutional right to vote in all federal, state, and local elections. When an employee's normal working hours coincide with voting hours, the employee shall be granted leave as stipulated by his/her immediate supervisor for voting.

**Selective Service and Military Physical Examination:** Any regular employee required by federal law to take a Selective Service or Military physical examination shall be paid for any time lost to take such an examination.

### Other Policies Affecting Faculty

**Gratuities:** An employee of the University System shall not accept gratuities, courtesies, or gifts in any form whatsoever from any person or persons, corporations, or associations that, directly or indirectly, may seek to use the connection thus formed for securing favorable comment or consideration on any commercial commodity, process, or undertaking.

**Fair Labor Standards Act (FLSA):** When exempt employees are absent from work for less than one scheduled work day and their accumulated leave is insufficient to cover the partial day of absence, they shall be placed on FLSA leave with pay for the period of absence.

**Outside Activities:** see Concurrent Outside Employment; and Outside Consulting above.

**Employment of Faculty Members with Agency Funds:** Whenever it is desired to employ a person at any institution of the System whose salary is to be paid in whole or in part with funds provided by a person, foundation, organization, or any agency other than a governmental agency, the President of the institution concerned shall recommend to the BOR, through the Chancellor, the employment of the person, with full details of her/his qualifications and the availability of funds for paying her/his salary.

**Sales on Campus:** FVSU does not permit privately operated business enterprises on its campus. All business enterprises operated on the campus of FVSU must be operated as auxiliary enterprises and must be under the direct management, control, and supervision of the chief business officer. Exception to this policy may be made in the case of the sale of annuity programs. These sales must be approved in each case by the Office of the Vice President for Business & Finance.

**Unauthorized Purchases:** Faculty members are not to act as agents for the University in establishing financial obligations. All purchases must be made by requisition to the Office of the Vice President for Business & Finance. Unauthorized purchases by members of the faculty will not be honored by the University and may result in the purchaser becoming liable for the purchase(s).

**Garnishment of Pay:** The University System considers the acceptance and settlement of just and honest debts to be a mark of personal responsibility. Upon receipt of a garnishment subpoena or any other court orders, the University shall refer such matters to the Office of Legal Affairs.

**Parking Regulations:** Employees are expected to operate their vehicles in accordance with University Traffic and Parking Regulations. Copies of these regulations may be obtained from the Department of Campus Safety.

**Vacation:** Faculty members employed on a 12-month or fiscal year basis shall be entitled to vacation earned at the rate of one and three-fourths working days per month. Earned vacation may be accrued up to a maximum of 45 working days, and employees shall be compensated for all accrued vacation time up to but not exceeding 45 days upon termination of service from the USG. The compensation shall be based on institutional leave records. A terminating employee shall not accrue vacation leave after the last working day of employment. Vacation shall be taken at times mutually acceptable to the employee and his/her supervisor. Faculty members employed on an academic year (nine month) basis do not earn vacation time.

**Home or Off-Campus Use of Equipment for Business Purposes:** Personal property such as portable personal computers or similar items may be removed from the campus to the home of an employee or an off-campus site when the purpose is for business use only. Such use shall be tightly controlled and documented as to the location and shall be available at all times.

**Faculty/Staff Housing:** FVSU has houses and apartments for rental (without insurance for personal property) by its faculty and staff. To secure this rental property, a written request must be made to the Vice President for Business & Finance. The request must be dated and indicate the type of housing desired (i.e., efficiency unit, two bedrooms, three bedrooms, etc.).

Personnel will be allowed to occupy University rental property for a maximum of three years. If there are no demands for housing at the end of the one-year period, the occupant may be permitted to remain a longer period.

**External Media Communications:** All external media communications should be coordinated through the Office of Marketing and Communications.

**Political Activity:** Employees may not manage or take an active part in a political campaign that interferes with the performance of duties or services for which she/he receives compensation from the System. Employees may not hold elective political office at the state or federal level. A candidate for or holder of an elective political office at the state or federal level may not be employed or hold a faculty, staff, or other position at an institution of the System, with or without compensation.

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.

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 employee's duties and responsibilities to the institution or the System. The use of System and/or University materials, supplies, equipment, machinery, or vehicles in political campaigns is forbidden.

**Use of Property in Political Campaigns:** The President of each institution may authorize the use of the institution's facilities for political speeches. However, such use shall be limited to meetings sponsored by recognized organizations of the institution and shall be held only at places designated by the President. The use of System materials, supplies, equipment, machinery, or vehicles in political campaigns is forbidden.

**Intellectual Properties:** The USG and its institutions recognize as two of their major objectives, the production of new knowledge and the dissemination of both old and new knowledge. Inherent in these objectives is the need to encourage the development of new and useful devices and processes, the publication of scholarly works, and the development of computer software. Such activities contribute to the professional development of the faculty, staff or students involved, enhance the reputation of the institutions concerned, provide additional educational opportunities for participating students, and promote the general welfare of the public at large.

The publication of scholarly works and the development and dissemination of software technology is often the result of individual effort, but supported partially or completely by the University. In many instances, Intellectual Property will become, in whole or in part, the property of the BOR. In light of the complexity of ownership of copyrightable materials, the University System has established a policy with respect to the development, protection, and transfer of rights to Intellectual Property resulting from the work of its faculty, staff, or students. A complete copy of this policy is available on the Internet in the following offices: Academic Deans, Chief Compliance Officer, Provost and Vice President for Academic Affairs. By reference, the policy of the USG on Intellectual Properties is adopted.

**Conflict with Regents' Policy:** Any institutional policy in conflict with Regents' policy is null and void.

The President may at any time remove any faculty member for cause. Cause or grounds for dismissal are set forth in the Policy Manual and in the approved statutes or bylaws of an institution. Whenever the words "president" or "administration" are used in these procedures, they shall be construed to include the designated representative of the President.

#### Suspension for Violation of State or Federal Laws

When a faculty member of any institution of the University System is charged with the violation of a state or federal law, or is indicted for any such offense, a thorough review of the circumstances shall be carried out by the President. A faculty member temporarily suspended shall have the right to appeal the suspension in accordance with university grievance procedures.

#### Financial Exigency

Anything in the Bylaws of the BOR or this Policy Manual to the contrary notwithstanding, if the BOR finds that a condition of financial exigency exists either at an institution, within an academic or other unit of an institution, or in the University System generally, then the layoff or termination of tenured faculty, non-tenured faculty or other contract employees before the end of their contract term, will be handled in accordance with the Financial Exigency policy set forth below. As used herein, the term "unit" means any identifiable component of the System at any level of its organization that has an annual budget for the operation of such component.

#### Definition of Financial Exigency

Financial exigency occurs when circumstances cause a shortfall in projected revenues for general operations as compared with projected expenditures over the same period and such shortfall would have a material adverse effect on the operation of either an institution or an academic or other unit of an institution or the System generally. In the event of reduced appropriations, declining enrollments, or other actions or events that compel a reduction in the System's or an institution's current operations budget, the BOR may, in its exercise of fiscal responsibility, reduce the operation of, modify or close one or more institutions of the System. Such reductions, modifications, or closings may require the reduction of salaries, layoffs or terminations of tenured faculty, non-tenured faculty or other contract employees before the expiration of their contract term.

Any response to a financial exigency shall be developed with the understanding that action taken will be consistent with the basic mission of the System to provide the best possible education for its students. The System shall make reasonable efforts to ensure that students affected will be allowed to complete their programs, within the limits of budgetary constraints, at the institution or by transfer to another institution in the System.



The determination of the existence and extent of a financial exigency affecting the System or any institution or within an academic unit of an institution shall be the sole responsibility of the BOR, but the President of an institution, after consultation with representative faculty members, may request such a determination by the BOR. A request for the declaration of a financial exigency at any level below the institution level must originate at the institution. When such determinations are made, this policy, along with approved implementing procedures, will take precedence over those applicable BOR policies that govern normal operating procedures. The President of each institution shall follow implementing procedures prescribed by the Chancellor.

### Layoffs or Terminations

The term layoff, as used in this policy, is defined as the temporary dismissal of any employee, including tenured faculty members or non-tenured faculty or other contracted employees before the end of their contract term. Layoffs may lead to eventual termination. Layoffs or terminations may occur within an academic or other units of an institution without a net loss of faculty members or other personnel at the institution; that is, layoffs or terminations in some academic or other units depending upon the needs of such units. The President of each institution, after consultation with faculty and staff, shall determine whether layoffs or terminations are required, and which employees will be affected. This determination shall be made in accordance with the procedures established by the Chancellor, which will give primary consideration to the maintenance of a sound and balanced educational program that is consistent with the functions and responsibilities of the institution.

Faculty and other employees under contract who are laid off or terminated before the end of their contract term for reasons of financial exigency shall, whenever possible, be notified at least ninety (90) days in advance of the date of layoff or termination. The notice of layoff or termination shall be delivered personally or by certified mail, with return receipt requested. This notice shall include, in writing, a statement of the conditions requiring layoff or termination, a general description of procedures followed in making the decision and a statement of the employee's right to respond orally and in writing to the appropriate official at the institution as to the reasons for the layoff or termination. The employee(s) shall also have the right, upon written request within 20 days from the date of the final decision of the President to apply to the BOR for a review of the President's decision in accordance with the provisions of the Bylaws of the BOR.

### Program Modification or Discontinuance in The Event of Financial Exigency

Anything in these policies to the contrary notwithstanding, if the BOR finds that a condition of financial exigency exists at an institution, either within an academic or other unit of an institution or in the System as provided in this Policy Manual, then program modifications or discontinuances recommended by the Chancellor and approved by the BOR may be made at any such institution, within an academic or other unit of any such institution or the System generally. If any such program modifications or discontinuances involve the layoff or termination of any tenured faculty, non-tenured faculty, or other contract employees, before the end of their contract term, the provisions of Section 805.02 shall apply to any such layoffs or termination (BR Minutes, 1991-92, pp. 114-117).

### Early Dismissal of Faculty

**Prior to the End of Contract.** A tenured faculty member, or a non-tenured faculty member, before the end of his/her contract term, may be dismissed for any of the following reasons if the University has complied with procedural and due process requirements:

- 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,
- professional incompetency, neglect of duty, or default of academic integrity in teaching, in research, or in scholarship,
- 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, physical or mental incompetency as determined by law or by a medical board of three or respect to official documents filed with the institution, disruption of any teaching, research, administrative, disciplinary, public service, or other authorized activity, or such other grounds for dismissal as may be specified in the Statutes of the institution.
- failure to comply with expectations for submitting pre-tenure or post-tenure documents after a reasonable period beyond the published schedule.
- failure to meet the requirements of the Professional Development Plan according to the time frame which has been provided subsequent to Post- tenure Review.

As part of its Statutes, the University may supplement Regents' policies governing causes for dismissal and procedures for dismissal. In the imposition of sanctions, the burden of proof lies with the institution.

**Preliminary Dismissal Procedures.** The dismissal of a tenured faculty member or a non-tenured faculty member during his/her second or later contract term should be preceded by:

- Discussion between the faculty member and appropriate administrative officers looking toward a mutual settlement.
- Informal inquiry by an appropriate faculty committee which may, upon failing to effect an adjustment, advise the President whether dismissal proceedings should be undertaken; its advisory opinion shall not be binding upon the President.
- A letter to the faculty member forewarning that she/he is about to be terminated for cause and informing her/him that a statement of charges will be forwarded to her/him upon request. The faculty member may also request a formal hearing on the charges before a faculty committee. Failure to request charges or a hearing within a reasonable time shall constitute a waiver of the right to a hearing.
- A statement of charges, if requested by the faculty member, framed with reasonable particularity by the President or his/her designated representative. Along with the charges,

the faculty member shall be advised of the names of the witnesses to be used against him/her, together with the nature of their expected testimony.

**Provision for a Hearing Committee.** A dismissal, as defined above, shall be preceded by statement of charges or causes (grounds for dismissal) if so requested, including a statement that the faculty member concerned shall have the right to be heard by a Faculty Hearing Committee. The Hearing Committee shall consist of not less than three, or no more than five, impartial faculty members appointed by the Executive Committee of the Faculty Senate, from among the members of the entire faculty (as defined by the Policy Manual of the BOR) of the institution. Members of the Hearing Committee may serve concurrently on other committees of the faculty. The Hearing Committee will meet as a body when it is called into session by the Chair of the body which selected them either at his/her discretion or upon the request of the President or at the faculty member who is subject to dismissal. When the Hearing Committee is called into session, it shall elect a chair from among its membership. A member should remove himself/herself from the case, either at the request of a party or on his/her own initiative, if he/she deems himself/herself disqualified for bias or interest. Each party shall have a maximum of two challenges without stated cause, provided however, that all challenges whether with or without cause shall be made in writing and filed with the Chair of the Hearing Committee at least five days in advance of the date set for the hearing. The Chair shall have the authority to decide whether a member of the Committee is disqualified for cause. If the Chairperson determines that a member is so disqualified or if a Committee member removes himself/herself from a case, the replacement shall be made in the same manner as the original Committee was selected. If the Chair is thus removed, the Committee shall elect a new Chair after Committee replacements have been appointed. A minimum of three members are required for any action to be taken.

**Dismissal Procedures:** In all instances where a hearing is requested, the following hearing procedures shall apply:

- Service of notice of the hearing with specific reasons or charges against the faculty member together with the names of the members of the Hearing Committee shall be made in writing at least 20 days prior to the hearing. The faculty member may waive a hearing, or she/he may respond to the charges in writing at least five days in advance of the date set for the hearing. If a faculty member waives a hearing but denies the charges or asserts that the charges do not support a finding of adequate cause, the Hearing Committee shall evaluate all available evidence and rest its recommendation upon the evidence in the record.
- The Hearing Committee, in consultation with the President and the faculty member, may exercise its judgment as to whether the hearing should be public or private.
- During the proceedings, the faculty member and the administration shall be permitted to have an academic advisor and/or counsel of his/her choice. The Hearing Committee will be permitted to have advisory council.
- At the request of either party or the Chair of the Hearing Committee, a representative of a responsible education association shall be permitted to attend as an observer.

- A tape recording or transcript of the proceedings shall be kept and made available to the faculty member and the administration in the event an appeal is filed.
- An oath or affirmation shall be administered to all witnesses by any person authorized by law to administer oaths in the State of Georgia.
- The Hearing Committee may grant adjournments to enable either party to investigate evidence as to which a valid claim of surprise is made.
- The faculty member and the administration shall be afforded a reasonable opportunity to obtain necessary witnesses and documentary or other evidence.
- The faculty member and the administration will have the right to confront and cross-examine all witnesses. Where the witness cannot or will not appear, but the Committee determines that the interests of justice require the admission of his/her statement, the Committee will identify the witness, disclose his/her statement and if possible, provide for interrogatories.
- The Hearing Committee will not be bound by strict rules of legal evidence and may admit any evidence that is of probative value in determining the issues involved. Every possible effort will be made to obtain the most reliable evidence available. All questions relating to admissibility of evidence or other legal matters shall be decided by the Chair or presiding officer.
- The findings of fact and the decision of the Hearing Committee will be based solely on the hearing record.
- Except for such simple announcements as may be required covering the time of the hearing and similar matters, public statements, and publicity about the case by either the faculty member or administrative officers should be avoided until the proceedings have been completed, including consideration by the BOR in the event an appeal is filed. The President and the faculty member will be notified in writing of the decision and recommendation, if any, of the Hearing Committee.
- If the Committee concludes that adequate cause for dismissal has not been established by the evidence in the record, it will so report to the President. If the President does not approve the report, she/he should state her/his reasons in writing to the Committee for response before rendering her/his final decision. If the Committee concludes that an academic penalty less than dismissal would be more appropriate than dismissal, it may so recommend with supporting reasons. The President may or may not follow the recommendations of the Committee.
- After complying with the foregoing procedures, the President shall send an official letter to the faculty member notifying him/her of his/her retention or removal for cause. Such letter shall be delivered to addressee only, with receipt to show to whom and when delivered and the address where delivered. The letter shall clearly state any charges that the President has found sustained and shall notify such person that he/she may appeal to the BOR for review. The appeal shall be submitted in writing to the Executive Secretary of the BOR within 20 days following the decision of the President. It shall state the decision complained of and the redress desired. The BOR or a committee of the BOR shall investigate the matter thoroughly and render its decision thereon within 60 days from the date of the receipt of the appeal or from the date of any hearing that may be held thereon.

Upon dismissal by the President, the faculty member shall be suspended from employment without pay from the date of the final decision of the President. Should the faculty member be reinstated by action of the BOR, he/she shall be compensated from the date of the suspension.





**FORT VALLEY  
STATE UNIVERSITY**

6

SECTION

## SECTION 6: WORKPLACE POLICIES & PROCEDURES

### Employment Policies and Procedures

**Equal Opportunity Policy:** FVSU subscribes to a legal and moral obligation in its pursuit to provide equal opportunity in the provision of employment and educational opportunities for all persons. To this end, it continues to be the policy of FVSU to implement affirmative action and equal opportunity for all employees, students, contractors, consultants and applicants for employment or admission without regard to race, color, religion, creed, national origin, sex, age, veteran status, or disability.

The University's affirmative action program and related policies are developed in compliance with Executive Orders 11246 and 11375, as amended; the Rehabilitation Act of 1973 #7(Sections 503 & 504) and the Americans with Disabilities Amendments Act of 2008 (Title II) and their implementing regulations; the Age Discrimination in Employment Act of 1967; and the Vietnam Era Veterans Readjustment Assistance Act of 1974, as it amends 38 U.S.C. 4212.

In conformance with the federal regulations listed above, FVSU does not discriminate against any employee or applicant for employment regarding any opportunity for which the employee is qualified. Persons wishing to file complaints under the provisions of this policy should contact the Office of Compliance.

Every member of FVSU community is expected to uphold this policy as a matter of mutual respect and fundamental fairness in human relations. The policy has the unequivocal support of the Office of the President. All members of the faculty, staff, and student body are expected to ensure that nondiscriminatory practices are followed at FVSU.

#### Specifically, the University will:

- comply with both the letter and spirit of the laws and regulations governing equal opportunity in the workplace providing equal opportunity to all employees and to all applicants for employment.
- review all of its personnel policies, including benefits, compensation, employment, promotion, training, tuition assistance, and separation, to ensure there is no unlawful discrimination or harassment because of a person's age, color, marital status, national origin, disability, race, religion, gender sexual identity or status as a disabled veteran or veteran of the Vietnam Era, and for people in any other legally protected groups.
- make reasonable accommodations for the physical and/or mental disabilities of qualified employees and applicants.
- inform employees of the right to refer complaints to their supervisor, the Compliance Office, the Office of Human Resources, or the Office of Legal Affairs without being subject to intimidation or retaliation in any form.

**Sexual Harassment:** Sexual harassment of employees or students is prohibited by FVSU, the University System of Georgia, and by state and federal law. FVSU is firmly committed to maintaining a work environment free of sexual harassment (see



Appendix 6: Sexual Harassment [Policy](#)).

[Non-Retaliation/Non-Retribution Policy](#): No employee is permitted to engage in retaliation, retribution, or any form of harassment against another employee and/or student. All employees and/or students shall feel free to communicate problems, concerns, and opinions without fear of retaliation or retribution (see

Appendix 7: Non-Retaliation/Non-Retribution [Policy](#)).

**Citizenship Status:** FVSU complies with the federal law that requires foreign citizens to provide identification and to verify their eligibility to work prior to employment (e.g., birth certificate, driver's license, and passport). Only U. S. citizens and foreign have on file an official transcript from each foreign university from which the foreign or national faculty member has received a degree applicable to the field of employment. These credentials must bear the seal of the awarding institution and must be provided and evaluated prior to the issuance of an employment contract.

**Equal Pay and Equal Benefits:** The University is committed to the principle of equal pay for equal work. University policy requires that similarly qualified individuals, performing substantially the same work under comparable conditions of job tenure, be provided comparable wages or salaries regardless of gender, minority status, or any other factors guaranteed by law. Any employee of the University who believes that he/she is being paid less than other similarly qualified persons performing substantially the same work under comparable conditions of job tenure, based on race, color, religion, gender, national origin, age, or handicap, should seek to appeal his/her situation using institutional protocol. If a satisfactory resolution is not achieved, the individual may file a grievance complaint under the University's grievance procedures (For complete information, consult the Office of Human Resources).

The Vice President for Business & Finance periodically reviews, at least annually; all benefits for employees of the University to ensure that benefits are available to all persons without discrimination on any grounds covered by the Affirmative Action Plan. This review includes all insurance programs - medical, hospital, accident, and life, retirement and pension programs, and other benefits provided by the University.

The University will not participate in, nor require or encourage its employees to participate in, a medical insurance program that discriminates regarding coverage of any illness or disability, including those related to pregnancy, miscarriage or therapeutic abortion, and childbirth. Neither will the University participate in, or require or encourage its employees to participate in, any retirement or pension program, or any insurance or other welfare program, unless either the benefits or the University's contributions are equal for all employees without unlawful discrimination because of sex or any covered ground.

No group of employees in a class covered by this Affirmative Action Plan will be required to retire at an age different from the age at which other classes of employees are required to retire. The University will not pursue or maintain any retirement policy requiring employees to retire solely because they have attained an age of 65 years or greater.

**Maintaining a Drug-Free:** FVSU adopts the following as its drug-free workplace policy:

The use of illegal substances or behavior brought on using illegal substances is unacceptable in the University environment. Employees who need advice concerning drug abuse may obtain information about drug counseling programs from the *Office of Human Resources and the Counseling Center*.

Employees of FVSU may not illegally engage in the manufacture, distribution, dispensation, possession, or use of a controlled substance while at the workplace. Such unlawful activity will be considered sufficient grounds for serious, adverse personnel action, including possible dismissal from employment.

If an employee is convicted (including a plea of *nolo contendere*) for violating any criminal drug law by an action in the workplace, the employee must notify the Office of Human Resources in writing within five days of his/her conviction.

**Tobacco-Free Campus:** In March 2014, the BOR of the USG adopted a tobacco and smoke-free campus policy to make USG 100% tobacco-free effective October 1, 2014. "Tobacco Products" are defined as cigarettes, cigars, pipes, all forms of smokeless tobacco, clove cigarettes and any other smoking devices that use tobacco, such as hookahs, or simulate the use of tobacco, such as electronic cigarettes. The USG hopes you enjoy the healthier environment we are creating for you and visitors to our campuses and facilities. Therefore, the University maintains a policy of requiring all employees and students to refrain from smoking in any office, classroom, hallway, or any other facility maintained and operated by the University.

**Right to Appeal:** Any faculty or staff member or student who considers himself/herself aggrieved in any matter covered by the policies included in this section of the Faculty Handbook has the right to present such grievance in accordance with university grievance procedures or file an appeal in accordance with university appeal procedures. Such an appeal should be filed in writing with the Chief Compliance Officer or Director of Human Resources at the earliest possible opportunity. Contact the Affirmative Action/Institutional Compliance Officer for additional information on the University's grievance procedures.



**FORT VALLEY  
STATE UNIVERSITY**

7

SECTION

## SECTION 7: ADMINISTRATIVE PROCEDURES

### Grants and Contracts

The Office of Sponsored Programs (OSP) and Office of Title III ([www.fvsu.edu/sponsored-programs](http://www.fvsu.edu/sponsored-programs)), an organizational unit under External Affairs, is the service and support office for external funding activities. The OSP assists potential Principal Investigators/Project Directors in the preparation and submission of research and project proposals and in the administration of research and program grants, contracts and sponsored agreements. The OSP is responsible for all pre-award and post-award functions and provides a full array of services such as identification of funding sources, interpretation of guidelines, budget development and editing, proposal submission, award and contract negotiation, technical reporting, and project accounting. A notice of intent to submit form must be routed to the OSP no later than 14 business days before the proposal due date to the funder. The OSP should be notified in early advance to ensure maximum assistance through the submission process.

All proposals for external grant or contract funding must be routed through the OSP and should be forwarded to the OSP at least 10 business days prior to the submission date. The proposal must be accompanied by a Proposal Submission Form (PSF), which is available online at [www.fvsu.edu/sponsored-programs](http://www.fvsu.edu/sponsored-programs). The PSF must be signed by the principal investigator, department chair, and dean prior to submitting the final proposal to the OSP. Prior to submission, the OSP will review the proposal for compliance with all federal, state, and University regulations; obtain the final administrative signatures on the PSF and proposal (if applicable); and complete the submission process.

Once a grant or contract has been awarded to the University, the OSP negotiates and finalizes the terms and conditions of the award with the sponsor. The OSP works closely with the faculty in the fiscal management of grants and contracts awarded to the University. Once an award has been finalized, the staff contacts the project director (PD)/principal investigator (PI) and sets up a meeting to review the award conditions. The OSP is responsible for ensuring that the business interests of the University are protected and that the University complies with award provisions. The staff maintains auditable records in support of direct, facilities, and administrative charges to contracts and grants and prepares and files fiscal reports required by the sponsor. A few reminders:

- FVSU is the legal applicant for all proposals submitted by faculty.
- University funds and resources cannot be obligated without the required approvals explained above.
- The Vice President for Operations (or his designee) is the official authorized representative for signing all contracts.
- Line-item budgets that include facilities and administrative costs (indirect costs) must accompany all proposals and awards; contact OSP for assistance.

## Procedures for Handling Student Complaints against Faculty Members

From time to time, students may feel that they have legitimate complaints against a faculty member. It is important that they and the accused faculty member have a common understanding of how such complaints may be resolved. To alert students, faculty, and administration to channels available for complaints, the following procedure is presented. This procedure is not applicable to cases involving discrimination, sexual harassment, or violation of stated grading policy. In those instances, the established FVSU procedures (see FVSU undergraduate student handbook) should be followed.

### Procedure

It is the responsibility of the student to bring his/her concerns or complaints for resolution. Complaints against a faculty member should be resolved at the lowest level possible. When a student has a complaint, s/he should follow the procedures below in the order stated. Attempts to circumvent the procedure will be redirected to the appropriate level of resolution. For example, the president, Provost and vice president, or dean will refer the grievant to the faculty member or to the department chair as the first level of resolution.

**Step 1:** Whenever a student has a complaint against a faculty member, s/he should first talk with the faculty member and attempt to reach a solution.

**Step 2:** If the student has attempted to resolve the complaint with the faculty member and fails to reach a resolution or if s/he feels uncomfortable discussing his/her problem with the faculty member because of the highly sensitive nature of the complaint, s/he may bring the complaint to the department chair.

**Step 3:** If the issue is not resolved at the level of the department chair, the student may direct his/her complaint, in writing, to the dean of the college.

**Step 4:** If the issue is not resolved at the level of the dean, the student may direct his/her complaint, in writing, to the Provost and Vice President for Academic Affairs.

**Step 5:** If the issue is not resolved at the level of the provost and vice president, the student may direct his/her complaint, in writing, to the president of the University. The president's decision is final as far as institutional grievance procedures are concerned.

Just as students may file a written appeal of a decision to the next level, faculty may also appeal a decision, in writing, to the next level of review. The faculty member will receive copies of any written documents produced during the complaint resolution (at any level) and will be given the opportunity to respond to each document. The faculty member will be informed at any point at which written documents concerning the complaint are placed into his/her personnel file and will be allowed to respond, in writing.

## FVSU Faculty Grievance and Conflict Resolution Procedures

As a classified employee, faculty 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 10 working days

of the notice of suspension or the occurrence of grievable action. 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. For a detailed understanding on FVSU's policy and procedures pertaining to the Grievance and Conflict Resolution for Faculty and Staff, see Appendix 8 and Appendix 9.

Type of Grievance	Resource Official
Administrative and teaching faculty alleging discrimination based on race, color, religion, national origin, gender, age, disability or veteran status	Chief Compliance Officer
Any teaching faculty member with a complaint/grievance	Chief Compliance Officer
Administrative and teaching faculty alleging failure by the institution to provide access to facilities under the Americans with Disabilities Act (ADA)	Director of Plant Operations
Administrative faculty alleging failure by the institution to provide non-facility accommodations for a disability under the Americans with Disabilities Act (ADA)	Chief Human Resources Officer
Teaching faculty alleging failure by the institution to provide non-facility accommodations for a disability under the Americans with Disabilities Act (ADA)	Associate Vice President for Academic Affairs
Any administrative or teaching faculty member with complaint/grievance that cannot be resolved on campus	University System Consortium on any Negotiation and Conflict Resolution (CNCR)

All faculty are strongly encouraged to work through conflicts informally beginning with the person with whom they have differences. If a faculty member is not able to resolve an issue, he/she is strongly encouraged to meet with the Chief Compliance Officer as soon as possible for assistance in seeking an informal resolution. All faculty are required to utilize the Ombudsman in an attempt to resolve any complaint(s) with the respondent before initiating a formal complaint. The University System Consortium on Negotiation and Conflict Resolution (CNCR) is also available for use in this process.

### Amendment Process

These Conflict Resolution Procedures can be altered and/or amended only if presented in writing to the University Senates and University Council and they have been given an opportunity to respond to any potential alterations and/or amendments. The Grievance Oversight Committee has the responsibility of reviewing procedures and recommending changes. No amendment or alteration will be in effect until approved by the President.



**FORT VALLEY  
STATE UNIVERSITY**

# APPENDICES



## APPENDICES

### Appendix 1: Significant Events in the History of the University

#### History of the University

The Fort Valley State College has as its heritage the educational contributions of the Fort Valley Normal and Industrial Institute, and the State Teachers and Agricultural College at Forsyth – Fort Valley State College's First College Catalog, 1939

Fort Valley State College was established in 1895 as the Fort Valley High and Industrial School. In 1902, William Merida Hubbard founded the State Teachers and Agricultural College in Forsyth that, in 1939, merged with the Fort Valley School to become Fort Valley State College. It became Fort Valley State University (FVSU) in June 1996.

The only 1890 land-grant school in Georgia, FVSU is a comprehensive institution providing an educational experience of exceptional quality. The University is in the town of Fort Valley in Peach County, the original site of the nation's peach industry. Its 1,365-acre campus is the second largest (in acreage) public university in the state.

The University's 3,000-plus students represent 130 of Georgia's 159 counties, more than 30 states and about 10 international countries. Ninety-four percent of the student body is of African descent. The average age is 24 for undergraduates and 33 for graduate students. About half of the students live on campus, and 85 percent attend college full-time.

The University offers bachelor's degrees in more than 50 majors—education, business administration, biology and agriculture are particularly popular—as well as master's degrees in public health, Animal Science, Biotechnology, Mental Health Counseling, Rehabilitation Counseling & Case Management, Middle Grades Education and School Counselor Education. To accommodate our graduate and non-traditional students, external degree program courses are offered at off-campus sites in Macon and Warner Robins. Online bachelor's degree programs include Technical and Professional Writing, Political Science, Psychology and Criminal Justice. The master's degree in Rehabilitation Counseling and Case Management also is available online.

Fort Valley State's Cooperative Developmental Energy Program (CDEP) is the only one of its kind in the nation, preparing students for energy-industry careers in science and geology.

Outreach services include Fort Valley's Cooperative Extension Program, where extension specialists operate in 42 counties and the C. W. Pettigrew Farm and Community Life Center, which hosts more than 500 courses and events for 51,000 patrons each year. Continuing Education courses also are available in Warner Robins and Fort Valley.

Students have many opportunities for extracurricular involvement at the University, including the marching band, concert choir, Baptist Student Union Choir and cheerleading. There are more than 70 clubs, sororities, fraternities and social organizations on campus. Athletic opportunities include intramural sports and intercollegiate men's and women's track and basketball teams. The championship football team, a member of the Southern Intercollegiate Athletic Conference, has produced many notable professional sports figures. Significant events in the history of the University follow:

## 1895-1920 Significant Events in the History of the Institution

1895	The Fort Valley High and Industrial School was chartered in 1895.
1902	The State Teachers and Agricultural College of Forsyth was founded by Mr. William Merida Hubbard.
1902	Mr. John W. Davison, who led the chartering of the Fort Valley High and Industrial School, was elected its first principal.
1903	Mr. Davison resigned as principal of the Fort Valley High and Industrial School.
1904	Mr. Henry Alexander Hunt became the school's second principal.
1904	Miss Anna Jeanes donated \$5,000 to erect a frame school building and a shop; Jeanes Hall was named in her honor.
1908	Mr. Collis P. Huntington, the great railroad financier, contributed \$25,000 for a girls' dormitory; Huntington Hall was named in his honor.
1916	Jeanes Hall was remodeled, and Royal C. Peabody provided funds for the construction of the Trades Building that bears his name.
1919	The institution became affiliated with the American Church Institute of the Protestant Episcopal Church.

## 1921-1940 Significant Events in the History of the Institution

1925	The Carnegie Foundation provided funds for the erection of the Carnegie Library.
1929	The Academic Building erected with funds contributed by the General Education Board and friends.
1930	Ohio Hall was erected with funds contributed by the Episcopal Church of the State of Ohio.
1931	Mr. Henry Alexander Hunt was awarded the Spingarn Medal.
1932	Mr. Samuel Henry Bishop donated funds for the erection of the dining hall.
1934	The original college infirmary was erected and dedicated to Mrs. Florence Hunt.
1937	The Robert W. Patton Home Economics Building erected.
1938	Mr. Henry Alexander Hunt died on October 1.
1939	Negotiations begun by Mr. Hunt to transfer the school to state control and operation were consummated; the work formerly carried on at the State Teachers and Agricultural College were consolidated with the work at Fort Valley to form the Fort Valley State College.
1939	Dr. Horace Mann Bond was elected first President of Fort Valley State College.

## 1941-1960 Significant Events in the History of the Institution

1940	Dr. W. E. B. DuBois delivered the first Founder's Day address on October 10; it was entitled "The Significance of Henry Hunt."
1941	Cooperative houses were erected and named in honor of William Merida Hubbard.
1945	Dr. Horace Mann Bond resigned from the presidency.
1945	Dr. Cornelius V. Troup was appointed as the second President.
1946	The Veterans Unit was constructed.
1947	The BOR adopted a resolution moving the Land-Grant designation from Savannah State College and designating the Fort Valley State College as the 1890 Land-Grant College for Negroes in Georgia.
1948	John W. Davison Hall was dedicated.
1949	The Georgia General Assembly, in response to the Regents' resolution, officially designated The Fort Valley State College as the Land-Grant College for Negroes in Georgia.
1952	Miss Catherine Hardy won a gold medal as a member of the winning 400-meter women's relay team at the Olympic Games at Helsinki, Finland.
1952	The Leroy Bywaters Building, formerly the H.A. Hunt Library, was dedicated.
1952	The Henry Alexander Hunt Memorial Library was dedicated on April 29.
1953	The Home Management House for Home Economics, Maintenance Warehouse for the Buildings and Grounds Department, General Purpose Barn, Farm Equipment Shed, and Deep Well for the Division of Agriculture were made available for college use.
1954	The Alva Tabor Agriculture Building opened for occupancy on October 10.
1957	The William M. Hubbard Education Building was dedicated.
1957	Football Stadium constructed.
1957	The College received full membership in the Southern Association of Colleges and Schools, and was among the first of the HBCUs to be admitted.
1957	The Graduate Division was begun in the fall.
1959	The George N. Woodward Health and Physical Education Building was dedicated on December 11.

## 1971-1980 Significant Events in the History of the Institution

1971	The College became accredited by the National Council for the Accreditation of Teacher Education (NCATE).
1972	The Food Service Center was erected.
1972	FVSC's first regionally televised football game appeared on ABC Television (FVSC vs. Fisk University at Wildcat Stadium).
1973	Dr. W. W. E. Blanchet retired as President; received Emeritus status.
1973	Dr. C. W. Pettigrew was appointed fourth President.
1974	First acquisition of property on State College Drive.
1975	The annex to Sophia Moore Hall was completed.
1975	The new Florence Hunt Infirmary opened for occupancy.
1975	The Henry Alexander Hunt Memorial Library/Learning Resources Center was completed.
1976	The new Henry Alexander Hunt Memorial Library opened for occupancy.
1976	The Horace Mann Bond classroom building was dedicated.
1977	Dr. C. V. Troup died on May 9.
1978	The Animal Health Technology Building was completed and opened for occupancy.
1978	The College became accredited by the Engineering Council for Professional Development/ Accreditation Board of Engineering and Technology (ECPD/ABET).
1979	The Plant Operations and Maintenance Building was named The Albert T. Wilson-Timothy Roberts Building.
1979	The Agricultural Mechanics Building was named for Dr. Cozy L. Ellison.
1979	The Leroy Bywaters Business Building opened for occupancy.
1979	The Perimeter Road was named Memorial Drive.
1979	The College became accredited by the American Association of Veterinary Medicine.
1980	Fort Valley State College's first Fact Book was produced.

## 1981-1990 Significant Events in the History of the Institution

1981	The circle at the front entrance of the campus was named College Circle.
1982	Dr. C. W. Pettigrew died on June 11.
1982	Dr. Walter W. Sullivan was appointed Acting President and continued to serve as Dean of Academic Affairs.
1982	The C. W. Pettigrew Endowment Fund was initiated.
1982	The Learning Resource Center initiated the Homie Regulus Collections.
1983	Dr. Luther Burse was appointed fifth President on October 1.
1985	Fort Valley State College appeared on ABC TV's Good Morning America, May 16.
1986	Fort Valley State College received approval to offer the Bachelor of Science Degree in Veterinary Science.
1986	The Academic Honors Program was initiated.
1987	Fort Valley State College received approval to offer Computer Science courses at Robins Air Force Base, Warner Robins, Georgia.
1987	The C. W. Pettigrew Farm & Community Life Center was dedicated.
1987	The Georgia Small Ruminant Research and Extension Center, under the auspices of the Agricultural Research Station, became fully operational.
1988	Dr. Melvin E. Walker, Jr. was appointed Acting President for Fort Valley State College.
1990	Dr. Oscar L. Prater was appointed as the sixth President on August 9.

## 1991-2000 Significant Events in the History of the Institution

1994	The Centennial Inauguration and Founders' Day Celebration was held on November 3.
1995	The Computer Technology Mathematics (CTM) Building was opened for occupancy on August 18.
1995	FVSC was changed from a Level III to a Level IV School by Southern Association of Colleges and Schools (SACS).
1996	Fort Valley State College was designated by the USG as FVSU, a State and Land-Grant University on June 12.
1996	Opening Convocation for displaying the new University seal and for the new access.
1998	Ribbon Cutting Ceremony for the Meat Technology Center, College of Agriculture, Home Economics and Allied Programs, April 21.

## 2001 Dr. Kofi Lomotey was appointed as the seventh President, October 15.

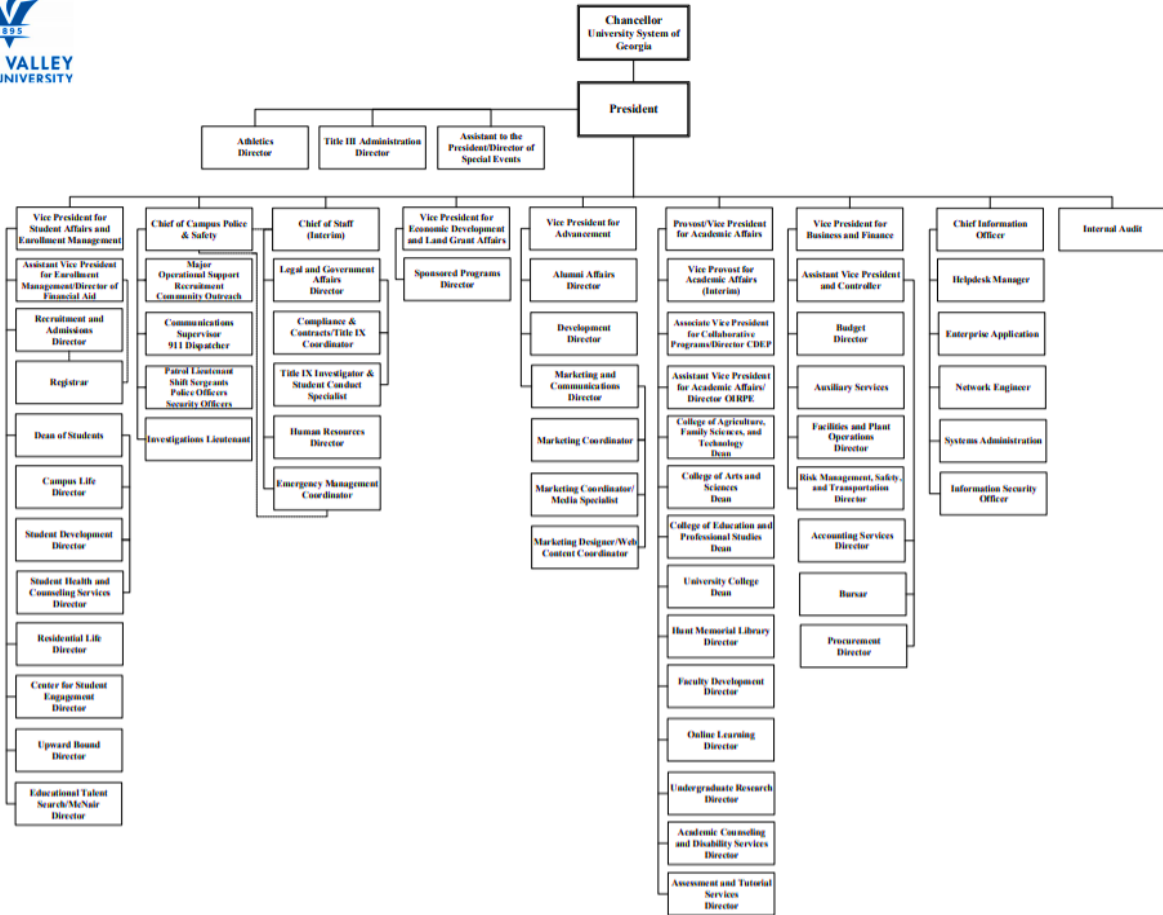
2001	The ribbon cutting ceremony was held for the Evans Building.
2002	The African World Studies Institute was established.
2002	Ms. Alma Bass donated money to repair the historic clock tower at Founders Hall.

2002	The first annual African World Film Festival was held.
2002	The Lady Wildcats captured the SIAC title for the third year, First time in SIAC History
2002	The John W. Davison Lecture Series was initiated.
2003	The ribbon cutting ceremony for FVSU in Warner Robins was held on October 26.
2003	FVSU received approval to offer a dual degree program in Food and Nutrition/Hotel Administration.
2003	The American Meteorological Society's (AMS) Online Weather Studies Diversity Program: WeatherNet Program was established.
2004	FVSU received the 2004 Trumpet Award for Higher Education Institution of the Year.
2004	FVSU received approval to offer degrees in Liberal Studies and African World Studies.
2005	Dr. William Harris was appointed as interim President.
2005	The ribbon cutting for the Educational Outreach Building at the SunBelt Expo in Moultrie, Georgia was held October 18, 2005.
2006	Dr. Larry Rivers was appointed as the eighth President, February 8.
2006	The ribbon cutting ceremony for the FVSU New Addition to the Warner Robins Center was held on May 31.
2007	The Wildcat Commons, Phase I and II opened, providing apartment-style dormitories.
2008	Construction began on a new Wildcat Stadium and student amenities building.
2008	Construction begins on The Wildcat Commons, Phase III.
2008	The Hendricks House, originally built in 1917, restored and opened as the Agricultural Technology Conference Center.
2009	Wildcat Commons (Phase III) grand opening Friday, May 1.
2009	A new stadium opened in August to kick off the Wildcat football season.
2010	The College of Agriculture, Home Economics and Allied Programs was renamed The College of Agriculture, Family Sciences and Technology on March 23.
2012	The Cooperative Developmental Energy Program (CDEP) netted \$1.3 m during its annual conference hosted at FVSU.
2012	Historic Huntington, Miller and Ohio Halls reopened.
2012	Georgia's first animal facility for disasters opened at Fort Valley State University.
2012	Dr. Larry Rivers resigned as president.
2013	Mrs. Kimberly Ballard-Washington appointed as interim president at Fort Valley State University.
2013	Dr. Ivelaw L. Griffith appointed as ninth President of the Fort Valley State University on June 21.
2013	Implementation of the Undergraduate Research Initiative.
2013	Re-establishment of the Honors Program.
2013	9/11 Event - USA Flags Unveiling; unveiling of the Georgia Square.
2013	Creation and implementation of the Bowtie Initiative and the Dreamers Fee, the Energy Conservation Project, the University Governance (Leadership) Council, the Pastoral Council, the Global Initiative Council and the Walls of Wisdom.
2013	Rolled out phase I of the Service Excellence Plan to increase customer service across FVSU.
2013	Ordered the use of technology instead of paper for the tenure and promotion process as a cost-efficiency measure.
2013	Established the Parade of Nations as part of the celebration of United Nations Day, in turn as part of FVSU Global Agenda.
2013	Unveiled the first phase of the Global Village.
2013	Secured over \$140,000 for first ever FVSU GAP funds thereby assisting 70 students to meet their financial obligations and attend classes.
2013	Revived an FVSU relationship with the Thurgood Marshall College Fund, inviting the CEO, Johnny Taylor to campus as the FVSU Founders Day Speaker and interaction with key leadership.
2013	Secured \$140,000 from the BOR to renovate the Home Management House to become the administrative center for the Global Initiatives Program.
2013	Secured funding from the Board of Regents for FVSU's critical needs for \$585,000 to fill critical faculty and staff vacancies and underwrite vital recruitment and marketing efforts.
2014	Initiative and hosted first annual senior leadership retreat.
2014	Hosted first dinner with Honors Program students.
2014	MOU signing with the City of Warner Robins.
2014	Ribbon Cutting for Academic Advisement Center.
2014	First International Cultural Festival.
2014	Established the Presidential Excellence Lecture Series.
2015	Dr. Jessica Bailey was appointed as Interim President on June 1.
2015	Dr. Paul Jones was appointed as the tenth President on November 10.

Appendix 2: Organizational Chart



Organization Chart



## Appendix 3: Policy on Policies

(Revised 6/22/2016)

### a. Definition of an institutional policy

- An institutional policy is an official directive that:
  - Mandates requirements of or provisions for addressing matters, situations and issues that arise within the university community and provides procedures for implementation.
  - Has broad application throughout the institution.
  - Enhances the institution's mission, reduces institutional risk and/or promotes operational efficiency.
  - Has been reviewed and approved through the official process.
  - Promotes compliance with any applicable laws and regulations.

### b. Definition of unit-level policy

- A unit-level policy is a policy of an operating unit that has application only within the unit but may otherwise meet the characteristics of an institutional policy.

### c. Formal description

- All policies shall be issued on the basis of a prescribed format and procedure.

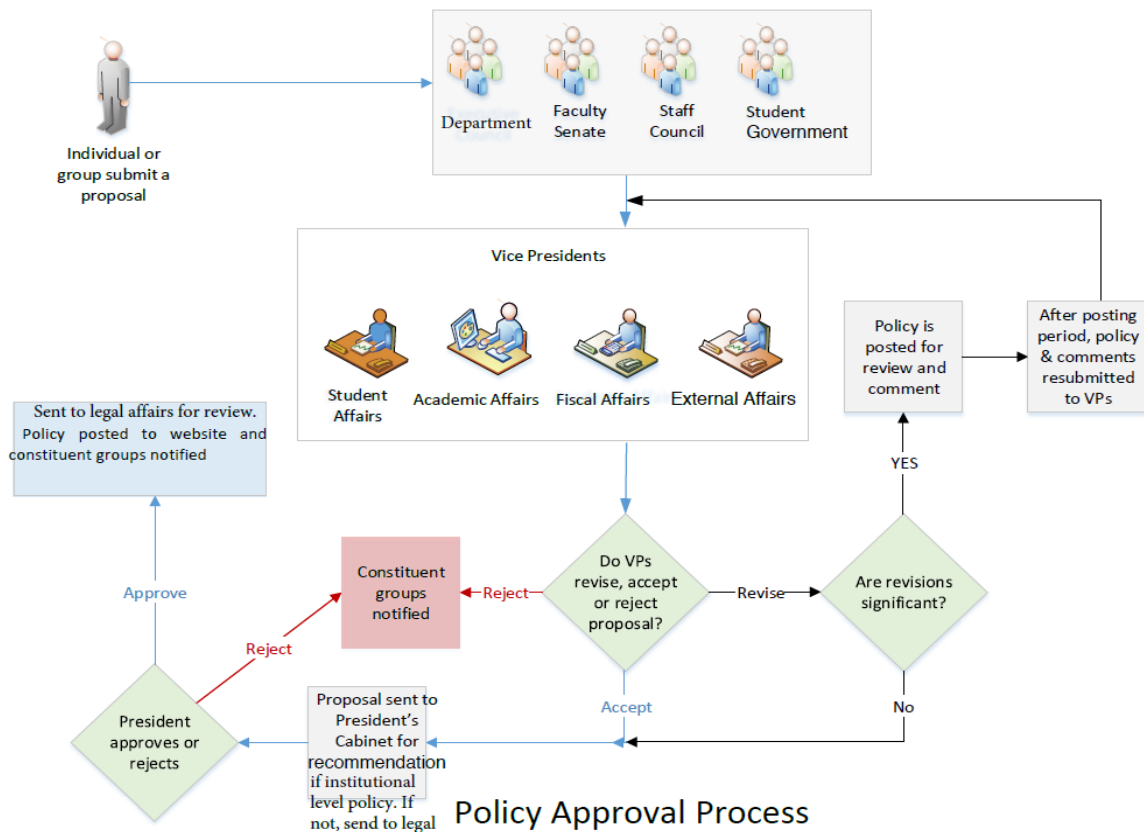
### d. Procedure for Proposing a New Policy or Change to an Existing Policy:

- Except for an emergency or interim policy, policies are created and revised by working through university governance bodies, Vice Presidents, and the President's Cabinet. A request for a new or revised policy may be received by a governing body from any member of the university community.
- All draft policies must be accompanied with a routing form, indicating action at each level of the approval process.
- A proposed new policy or change of policy recommended by the target governing body shall be approved by the appropriate Vice President, and then forwarded by the Vice President to the President's Cabinet for non-voting consideration. The President's Cabinet shall make a recommendation to the President and the president will render a decision on the adoption and implementation of the policy. A target governance body may present a proposed unit-level policy or unit-level policy change to the appropriate Vice President, who will render a decision on the adoption and implementation of the proposed policy or policy change.
- At each level of review, the governance body, Vice President, and President's Cabinet will each have up to 30 days to present a recommendation regarding a proposed policy or policy change. Failure to timely present a recommendation shall be deemed to be a recommendation to adopt the proposed policy or policy change. This timeframe may be extended by the President, or his/her designee, for good cause shown.
- The President may adopt and impose institutional policies or policy changes and a Vice-President may adopt and impose unit-level policies or policy changes without going through the official approval process when immediate action is necessary for reasons including but not limited to: protect the health, welfare, assets or resources of the university or the university community, comply with legal or USG mandates, address university liability or contractual issues, or address any other such immediate or exigent circumstance. Such interim policies or policy changes will expire one calendar year following adoption unless formally processed for approval in accordance with this policy.
- As the official voting and governance body for the college, Board of Regents and University System of Georgia policies automatically become Fort Valley State University policy. Vice Presidents will review with the Cabinet all new or amended policies for the Board of Regents from their respective divisions. When appropriate, they will be included in the Fort Valley State University Policy Manual.

FVSU must comply with applicable Board of Regents and the University System of Georgia policies. Conflicts between FVSU, BOR, and USG policies shall be resolved in deference to Board of Regents and the University System of Georgia policies.

- The Office of Legal Affairs shall review all institutional and unit-level policies, prior to implementation and publication, to ensure compliance with Georgia law, USG Board of Regents policies, and existing Fort Valley State University policies and practices. No institutional policy or policy change or unit-level policy or policy change shall be enforced until after such policy or policy change is cleared for enforcement by the Office of Legal Affairs.
- The Office of Legal Affairs shall ensure that new policies or policy changes are posted to the university's policy manual on the web. Annually, the Office of Legal Affairs will verify that the policy manual contains only those policies currently in force. In addition, the Office of the President and the college library may have on file a complete and current set of policies in paper copy.
- Unit-level policies that affect multiple units shall be vetted by each unit with weighted consideration given to the recommendation of the unit most closely impacted by the policy.
- It is acknowledged that Fort Valley State University has existing policies currently in place, which will remain in effect unless revised through the Policy on Policies process.

Flow Chart of the Policy Approval Process



## Appendix 4: Faculty Senate Bylaws

### FORT VALLEY STATE UNIVERSITY FACULTY SENATE BYLAWS

#### ARTICLE I: NAME

##### Section 1: NAME

The name of the organization shall be the *Fort Valley State University (FVSU) Faculty Senate*, hereinafter referred to as *The Faculty Senate*.

#### ARTICLE II: PURPOSE AND AUTHORITY

##### Section 1. PURPOSE

The Faculty Senate shall serve as the representative and legislative body of the University Faculty. It is an official advisory body to the President of Fort Valley State University. The legislative and major decision-making authority of the Senate is subject to the approval of the University Faculty. The Faculty Senate shall also fulfill additional purposes, among which are:

**A. Faculty Advocacy:** To provide an open forum for discussing and recommending policies and procedures essential to the recruitment, retention, development, and recognition of highly qualified faculty.

**B. Shared Governance:** To support and foster shared governance through its advisory and representative roles to the University President and administration and through Senate representation on the University Leadership Council (or the administrative entity so identified by the University President or the University President's designee).

**C. University Well-Being:** To promote the general good of the FVSU community by, among other functions, maintaining open communications with the Staff Council through its appointed representative(s) and with the Student Government Association through its appointed representative(s) to the Faculty Senate.

##### Section 2. AUTHORITY

**A. Chair of The Senate:** The Faculty Senate operates under the authority of the Fort Valley State University President who is its Ex-Officio Chairperson. The President of the University is authorized to decide all questions regarding the interpretation of the Senate Bylaws and the nature and extent of its jurisdiction. The decision(s) of the President of the University may be appealed to the Board of Regents as provided in the Policy Manual and Bylaws of the Board of Regents.

**B. Relationship to the University Faculty:** The Faculty Senate is duly chartered and authorized by the Board of Regents to serve as the representative body of the University Faculty.

**i. Reporting Rights -** The Faculty Senate reports to the University Faculty in its regular meetings and submits its major reports, actions and policy recommendations to the University Faculty for review and approval.

**ii. Decision-Making Rights of Faculty -** If the faculty of the university determines that it is necessary to rescind, reverse or modify a decision taken by the Faculty Senate that affects any or all of its members, the following procedure must be followed to effect the necessary change;

- A petition signed by no less than 10% of fulltime faculty requesting a meeting to effect the said change shall be submitted to the President of the Faculty Senate within 30 days of the Senate decision.
- The President of the Senate, upon receipt of the said petition, shall circulate it to all full-time Faculty and request the Office of the Provost to convene a meeting of the University Faculty within two weeks or earliest convenience, for the purpose of deliberating on the petition.
- The faculty meeting shall be chaired by the provost or his/her representative who shall not be a member of the Faculty Senate. The faculty shall first determine if the petition has merit. If the petition is found to have merit, voting shall then be ordered by the chair on the action of the Faculty Senate that is to be rescinded, reversed or modified. The quorum rule shall apply.
- Voting shall be by secret ballot. A minimum of two thirds of the votes cast by the faculty present shall be required to reverse, rescind or amend the original decision of the Faculty Senate.



**ARTICLE III: MEMBERSHIP****Section 1. MEMBERSHIP**

**A. Faculty Qualifications:** Members elected to the senate are called Senators. Senators, by definition, are faculty members who meet both criteria listed below:

Criterion 1: The individual must meet the following requirements of “faculty standing” as specified in the Policies and Procedures Manual of the Board of Regents regarding the Corps of Instruction:

Full-time professors, associate professors, assistant professors, instructors, lecturers, senior lecturers, and teaching personnel with such other titles as may be approved by the Board, shall be the Corps of Instruction. Full-time research and extension personnel and duly certified librarians will be included in the Corps of Instruction based on comparability. Persons holding adjunct appointments or other honorary titles shall not be considered to be members of the faculty.

([http://www.usg.edu/policymanual/section3/policy/C337/#p3.2.1\\_faculty\\_membership](http://www.usg.edu/policymanual/section3/policy/C337/#p3.2.1_faculty_membership), 2/2015)

Criterion 2: The individual faculty member must also be a regularly, full-time employee at FVSU with at least two years of continuous service at the university by May 1<sup>st</sup> of the year in which the election of senators is held.

**B. Faculty with Supervisory Responsibility Over Other Faculty:** To avoid any conflict of interest, a faculty member who holds an appointment as an administrator, chairperson, coordinator or director of a program and whose duty requires supervisory responsibility over other faculty, is not eligible to serve as a Senator. Both of these conditions must hold in order for the faculty member to be ineligible to serve as a senator.

**C. Types of Senate Membership:** Members of the Senate are either voting or non-voting (ad hoc) members.

**i. Voting Members** – The elected body of full-time senators from the designated academic units shall constitute the voting members of the Faculty Senate.

**ii. AD Hoc Members** – The following members of the FVSU President’s Executive Council and other institutional representatives are non-voting, ad hoc members of the Faculty Senate:

- The President of the University (or his/her designee)
- The Vice President of Academic Affairs (Provost)
- Staff Council Representatives
- Representatives from the Student Government Association

**D. Guests**– Guests are permitted to attend the faculty senate to include faculty, other administrators and chairpersons, FVSU retirees, students, citizens of the community and other individuals. Guests, however, do not hold membership in the Faculty Senate and shall not have the right to vote on any action before the body.

**ARTICLE IV: ELECTIONS****Section 1: ELECTION OF SENATORS**

**A. Unit Allotment:** Each academic department or unit with five or fewer faculty is allotted only one Senate seat. Academic departments or units with six or more faculty members are allotted two Senate seats. In no case shall an academic department elect more than two senators to serve on the Faculty Senate.

**B. Election Requirements:** The faculty member who is elected to serve as a senate representative must be present in the departmental/unit meeting when the election occurs. The only exception is that the faculty member who is elected in abstentia must have provided prior written notification of his/her desire to be considered as a candidate for election.

**C. Election Process:** During the first week of March of each year, the Secretary of the Senate shall notify the Provost and Vice President for Academic Affairs of the vacant senate seats to be filled for the coming year. The Provost and Vice President for Academic Affairs shall notify the Deans and departmental chairs or unit coordinators to elect senators to fill the vacant seats. Each academic unit will elect its senate representative(s) according to the democratic procedures that it follows during its regular unit meetings.

No later than the third Friday in March, the departmental chairs or unit coordinators will submit the names of the elected senator(s) to the Dean who, in turn, will submit the roster of elected senators to the Provost and Vice President for Academic Affairs no later than the last Tuesday in March. The Provost shall provide the list of newly elected senators to the Secretary of the Faculty Senate no later than the last working day in March. A copy of the roster of newly elected senators shall also be sent to the President of the Faculty Senate.

**D. Term of Office:** Each Senator is elected to serve a two-year term of office or until such time as the seat is vacated. A given senator may be elected to serve, at maximum, two consecutive terms on the Senate.

**E. Filling Vacancies of Unexpired Terms:** If the senate seat is vacated, either through a resignation or for cause, the vacancy shall be filled by a special election within the unit from which the resigning senator was elected. The term of a senator who is elected under these circumstances shall commence immediately and shall be for the duration of the unexpired term of the senator whose seat is being replaced.

## Section 2. ELECTION OF SENATE OFFICERS

The officers of the Faculty Senate are: The Faculty Senate President, Vice-President, Secretary, Assistant Secretary, the Parliamentarian, and the At- Large members, one representing each college, the graduate program and the library. These officers constitute the Executive Committee of the Faculty Senate. The President of the University (or designee) is an Ex-Officio member of The Executive Committee.

**A. Nomination of Officers:** Officers of the Faculty Senate shall be nominated from the floor of the Senate in the month of May prior to the academic year in which the officers are to serve. The Vice-President for Academic Affairs shall announce the hour and place of the meeting during which the election of senate officers will take place. The elected officers of the senate are the President, Vice President, Secretary, Assistant Secretary, Parliamentarian and the At-Large Representatives from the colleges and academic units.

**B. Election of Officers:** Any senator meeting the qualification for office as specified in Section 1 Membership A & B of Article III of the FVSU Bylaws is eligible to be nominated. Candidates shall make a brief speech citing their qualifications for the office in which they are nominated. A ballot may be prepared for the election of officers. The vote shall occur by secret ballot unless there is a decision of the body to vote otherwise.

**D. Terms of Office:** Members of the Executive Committee shall be elected for a term of two years or until such time as the position is vacated. Elected officers are eligible to serve a maximum of two consecutive terms in their elected positions, if re-elected to the position held.

## ARTICLE V: GOVERNANCE

### Section 1. THE SENATE OFFICERS

**A. General Qualification of Senate Officers:** Each nominee for an office in the Faculty Senate must first meet the qualifications set forth for being a voting member of the faculty senate. Further, the President and Vice President of the Senate must be tenured members of the faculty.

**B. The Senate Executive Committee:** The Senate Executive Committee acts on behalf of the Senate. It is charged with establishing the agenda for Senate meetings and carrying out actions of a routine nature on behalf of the Senate. Subject to a majority vote of the members of the Executive Committee, the President of the Senate is charged to execute the approved actions on routine matters that are approved by the Executive Committee.

Additionally, the Senate Executive Committee will: (1) receive agenda items or proposals for Faculty Senate consideration from any committee of the Faculty Senate, any member of the Faculty Senate, individual FVSU faculty members, or from the President of the University (or designee), or any campus student or administrator; (2) confer with individuals, committees, other groups or members of the administration prior to placing an item on the full Senate agenda; (3) include on the Senate agenda for a regular meeting, as soon as practical, resolution or further discussion of all items presented from these various sources; (4) set the senate agenda so that the business can be disposed of in a meeting of reasonable duration; (5) advise the Faculty Senate of the apparent need for a special or called meeting.

**C. Duties of Senate Officers:** The Senate Officers are formally constituted as the Senate Executive Committee. This committee works regularly to carry out the assigned responsibilities of the Faculty Senate and report its major actions and/or recommendations to the full Senate in its next scheduled meeting. In addition to the following duties of each officer, the Executive Committee may also assign particular duties for an officer as needed for a designated time.

At the conclusion of one's term in office, each retiring officer is to continue his/her duties until such time as the newly elected officer has been installed and ready to assume the duties of the office.

**i. The President of Fort Valley State University:** The President of the University (or designee) shall serve as the Chairperson of the Faculty Senate. He/she shall be ex-officio, non-voting member of the Senate

**ii. The President of the FVSU Faculty Senate:** The President of the FVSU Faculty Senate shall be a tenured faculty member elected to serve a two-year term of office or until such time as the position is vacated. He/she shall preside at all Faculty Senate meetings and be responsible for, among other duties, the following:

- Convening the Executive Committee prior to each monthly meeting of the Senate. The Senate President shall be accountable for carrying out the majority vote of the Executive Committee of the Senate on routine matters.
- Preparing, in consultation with the Executive Committee, the agenda for each monthly meeting of the FVSU Senate.
- Distributing the Senate's monthly agenda and the meeting calendar for the academic year.
- Referring all matters submitted for the Faculty Senate's attention to the appropriate committee(s) and/or to the University President.
- Serving as liaison to the University President, both keeping the University President informed regarding the concerns of the Faculty Senate and seeking support and advice on behalf of the Faculty Senate.
- Representing the Faculty Senate pro-actively before the University administration regarding faculty matters as appropriate.
- Reporting the actions of the FVSU Senate to the University Faculty.
- Submitting to the President of the University a copy of the minutes of each meeting of the FVSU Faculty Senate

iii. **The Vice-President of the FVSU Faculty Senate:** The Senate Vice President shall serve in the absence of the Senate President. The Senate Vice President is elected for a two-year term, or until the position is vacated. This position is staggered with that of the Senate President. The Senate President and the Vice President shall not be elected in the same year to provide continuity in administration. The duties of the Senate Vice President also include:

- Serving as the official liaison between the Standing Committees of the Faculty Senate and the Administration, in the absence of the Senate President.
- Ensuring that the university website is current with the display of Senate documents.
- Ensuring that the minutes, recommendations and actions of the Senate are archived properly and in chronological order in the University Library for the recorded history of the Faculty Senate.
- Coordinating faculty development and enrichment activities sponsored by the Senate on behalf of the faculty.
- Fulfilling the duties of the Senate President in his/her absence and other duties as assigned.

iv. **The Secretary:** The Secretary is elected for a two-year term or until the position is vacated. The duties of this office include:

- Preparing and maintaining the official records of the Faculty Senate; receiving committee reports, and He/she shall be responsible for audio-recording the minutes as well as archiving the minutes of the Faculty Senate meetings and the meetings of the Executive Committee in the University Library.
- Submitting the Minutes to the Faculty Senate President in a manner expeditiously enough to allow the minutes to be disseminated one week prior to the Faculty Senate meeting. Submitting copies of the approved minutes of the Faculty Senate to the University Library and ensuring that the minutes are published on the university website.
- Distributing the senate agenda and minutes to the Executive Committee for the upcoming Senate meeting within three (3) working days prior to the regularly scheduled meeting.

v. **The Assistant Secretary:** The Assistant Secretary is elected for a two-year term or until the position is vacated. The Assistant Secretary shall assist the Secretary in preparing, maintaining, and archiving the official records of the Faculty Senate to include the minutes, committee reports and all actions of the body.

vi. **The Parliamentarian:** The Parliamentarian is elected for a two-year term or until such time as the position is vacated. He/she shall ensure that the business of the Faculty Senate is conducted according to Robert's Rules of Order and by the Senate Bylaws.

vii. **At-Large Representatives:** The At-Large Representatives are elected by the full senate membership. However, they must be a member of the academic college or unit that they are elected to represent. Their duty is to bring agenda items representing the priority concerns of their college or academic unit to the Executive Committee and make a report of the Senate's actions to the faculty whom they represent.

#### ARTICLE IV: ORGANIZATIONAL STRUCTURE

The Senate shall consist of the body of Senators from among whom officers are elected to constitute the Executive Committee and the members who are appointed to chair the Standing and Ad Hoc Committees. Non-Senators are eligible to serve on, but not chair a Senate Committee.

### Section 1. STANDING COMMITTEES

**A. Membership:** The Chair of each Standing Committee shall be a senator who is elected by the senate to serve in that capacity. Other members of the Standing Committees shall be recommended by and approved by the Senate membership. Each standing committee should have at least two faculty members and, to the extent possible, a representative from the Staff and from the Student Government Association.

**B. Authority:** The Chair of each Standing Committee is responsible for reporting its recommendations to the Faculty Senate for action. Subject to the approval of the Senate, the recommendations of the Standing Committee will be forwarded to the administration for consideration. Those actions requiring the approval of the University Faculty will be forwarded to this body for further consideration.

**C. The Committee Charges:** The Standing Committees of the Senate shall be the following:

**i. Committee on Faculty Welfare** – This committee is charged to review and recommend institutional policies or guidelines related to the well-being of the faculty such as promotion, tenure, the faculty leave policy, health and life insurance, fringe benefits, retirement, faculty research, academic freedom, recruitment and retention and the like.

**ii. Fiscal Affairs** – This committee is charged with the responsibility of working with the Administration on all matters pertaining to university finances that have import on faculty well-being, particularly merit pay, raises, stipends, adjunct pay, retrenchment of faculty and funding of academic programs. The committee will review policies and guidelines and make recommendations to support the concerns of the faculty. The Vice President of the Senate will chair this committee.

**iii. Recruitment and Retention** – This committee is charged with the responsibility of working with the Administration on matters pertaining to the recruitment and retention of students and high-quality faculty.

**iv. Bylaws Committee** – This committee is charged to review and oversee the revision of the Bylaws to maintain them relevant to the changing societal, academic and other emerging trends of the University. The Parliamentarian shall chair this Committee.

### Section 2. AD HOC COMMITTEES

From time to time, the Senate may appoint Ad Hoc Committees to review or investigate matters of interest whose resolutions only require a defined period to address.

### ARTICLE V: MEETINGS

The Faculty Senate shall convene monthly during the academic year to act on behalf of the University Faculty. The Executive Committee of the Faculty Senate shall also convene monthly for the purpose of setting the agenda for the Senate meeting. Meetings of the Faculty Senate and the Executive Committee will be open to all university employees on a non-participatory basis.

**A. Determining A Quorum:** A simple majority of the Faculty Senate membership must be present to constitute a quorum. A majority of the members of the Executive Committee must be present to constitute a quorum. A quorum must be present before voting on any motions can occur in the Senate or the Executive Committee. Routine business, not requiring a vote, may be transacted in the absence of a quorum.

**B. Adoption of Motions:** Motions are adopted by a simple majority vote of those present and voting.

**C. Regular Meetings:** The Faculty Senate shall meet monthly during the academic year that is defined from August of one year through April of the following year. Written notices of the date, time and place of meetings, the order of business, and copies of substantive proposals must be sent to all senators at least five (5) working days prior to the Senate meeting.

**D. Executive Committee Meetings:** The Executive Committee convenes monthly during the academic year, at least two weeks prior to the Senate meeting. If the Executive Committee has no new agenda items or proposals for deliberation, it reserves the right not to hold a meeting, but the Senate President must notify the Faculty Senators, the University Faculty and University Administrators of this decision.

**E. Special Meetings:** The Faculty Senate may hold Special Meetings that are called by the President of the Faculty Senate as deemed necessary. Special meetings may also be called by a majority vote of the Executive Committee or called upon the written petition of five Faculty Senators. One week notice should be given of any special meeting. Any situation requiring an exception to this one-week notification must be agreed upon by a majority vote of the Executive Committee membership.

Only business specified in the call of the special meeting can be conducted at such a meeting. Notification of the date, time, and place of a called meeting must be sent to the faculty Senators and/or University Faculty prior to the scheduled special meeting.

**F. Floor Privileges:** Proposals, measures, and resolutions can only be introduced on the Faculty Senate floor by members of the Faculty Senate or those designated by the Executive Committee. Members of the University who are not members of the Faculty Senate may be granted the right to speak, but not to vote, on matters before the Faculty Senate. When a request is made for this privilege, the President of the Faculty Senate will ask the Faculty Senators whether there are objections and, hearing none, will grant permission for the person to speak. If objections are raised, the privilege will be extended only by a majority vote of the Faculty Senate. A senator who attends the meeting via a conference call may also have floor privileges as if he/she were present in the meeting.

**G. Voting:** Faculty Senators are the only ones authorized to vote on Faculty Senate business. A Senator must be present in the meeting to vote, unless he/she is voting by proxy as delineated below. Routine actions by the Faculty Senate will be by voice vote unless a vote is deemed by the President of the Faculty Senate as being too close to determine the outcome. In this circumstance, the vote will be by a show of hands. Votes may also be by Secret Ballot, Proxy or via technology as explained below.

**i. Secret Ballot:** The Election of Officers requires written ballots and is conducted in secret. If only one candidate is nominated for an office, the body may elect to cast a voice vote. As needed, the Senate may request a vote by secret ballot on other matters.

**ii. Use of Technology:** Senators may also be requested to vote on specific items or issues via an electronic process.

**iii. Proxy Voting:** If an issue is predetermined and a senator is unable to attend, he/she may leave his/her vote with the Secretary in the form of a secret ballot. This proxy vote will be given on behalf of the absent senator by the Secretary at the time of the voting.

**H. A Senator's Voting Obligation:** Each senator's vote should represent the consensus view of the faculty within the academic unit he/she represents. It is mandatory that senators voting on matters having major implications regarding the directions of the university and/or its administration, first canvass their units to ensure that the vote being cast is the representative view of the faculty he/she represents. Therefore, such an agenda item will have been announced in advance to allow time for the senator to canvass the academic unit's position on the matter.

### Section 3. ORDER OF BUSINESS

The order of business for regular meetings will be as set forth in the agenda, except that the order of business may be altered by general consensus during the meeting. The order of business will include (1) call to order; (2) approval of previous meeting's minutes; (3) committee reports; (4) unfinished business; (5) new business; (6) miscellaneous (comments, announcements, tributes, etc.); (7) adjournment. The agenda will also provide for updates by the University President or designee, the President of the Faculty Senate or designee, as well as invited guest.

### Section 4. EXECUTIVE SESSION

The Faculty Senate or the Executive Committee may convene in Executive Session for purposes authorized by these Bylaws. Should it become necessary for the Faculty Senate or the Executive Committee to discuss items of a confidential nature, it will go into executive session and the proceedings will not be reflected in the regular minutes of the meeting. Executive Session may be called by a simple majority vote of the Faculty Senate, or its Executive Committee members present when items being discussed are considered to be of a confidential nature. The secretary will maintain a confidential record, as authorized by the Georgia Open Records Act, of the meeting and its outcome.

### Section 5. MINUTES

The minutes of the meetings will be open for inspection by any member of the University. Exceptions will be made in cases where confidential information about individuals would be otherwise revealed. The responsibility for the determination of confidentiality will rest with the Faculty Senate Executive Committee, and the individual(s) affected before making such information available in the minutes. Any disputes about the confidentiality of any records will be directed to the institution's open records official for review and determination. Senate actions as recorded in the minutes will be made available to all Faculty Senators and members of the University Faculty. The minutes of the Faculty Senate and the Executive Committee shall be sent to each Faculty Senator at least five working days before the next regular meeting.

### Section 6. TRANSFER OF RECORDS

Upon the expiration of term of office, all official records of the Faculty Senate that are in the possession of the Secretary shall be transmitted to the Vice President for Academic Affairs no later than the last working day in May. The Secretary shall be responsible for ensuring that all approved minutes and documents of the proceedings of the Faculty Senate are published on the FVSU Website.

### Section 7. GUESTS

All members of the University community are welcomed to attend Faculty Senate meetings. Non-Senate members who wish to address the council will request permission of the President of the Faculty Senate during the meeting. Faculty members who wish to have items placed on the agenda for consideration of the Faculty Senate must do so through their Faculty Senate representative. In the event that the Faculty Senate representative is not available, a request may be made directly to the Executive Committee in writing.

## Article VI: Managing Extenuating Circumstances

### Section 1. FILLING VACANCIES DUE TO UNEXPIRED TERMS OF OFFICE

**A. Executive Committee Officers:** In the event a member of the Executive Committee is unable to complete the term in office, the following succession plan shall be followed. In the event the Senate President is unable to complete his or her term of office, the Vice President of the Senate will assume the role of the Senate President for the remainder of the unexpired term. In the event the office of Senate Vice President, Secretary, or Treasurer becomes vacant, the President of the Senate shall call for a special election to be held within thirty (30) days to fill the vacancy(ies).

**B. Senators:** The Provost and Vice President for Academic Affairs will be notified by the Secretary of the Faculty Senate of the need to replace a senator who is unable to fulfill his/her term of office. The Vice President of Academic Affairs (VPAA) will follow the chain of command to acquire a replacement for the vacated position within a 30-day period. The VPAA shall provide the name of the replacement senator (s) to the Secretary of the Senate.

### Section 2. REMOVAL FROM OFFICE

Any senator, appointed, or elected officer of the Faculty Senate, can be removed from office for documented cause, to include failure to represent the best interest of the faculty as expressed by the Faculty Senate or for the non-performance of Faculty Senate duties. A two thirds (2/3) vote of the senators (those eligible to vote) is required to remove a senator or officer. Among the causes for removal from office may be:

- Making public statements consistently disparaging of the faculty and its interests
- Inability to comply or carry out the will of the body as commanded by a majority vote
- Using the office of the Senate to espouse one's personal agenda versus the broader interests of the faculty.
- Nonperformance of Faculty Senate duties may include, but is not limited to:
- Non-attendance (two (2) or more unexcused absences), or failure of the senator to be accessible or report to the unit he/she represents
- Engaging in conduct that is injurious to the Faculty Senate, the University, or the purposes of the Faculty Senate.
- Well-founded complaints that have been presented to the Executive Committee of the Faculty and validated as worthy of the removal from office. The validated claim shall be presented to the Faculty Senate in executive session for final action and dispensation.

### Section 3. GRIEVANT RIGHT TO APPEAL

A grievant, providing adequate written justification within 30 days of his/her removal from office, may request an appeal hearing before the full Senate. This hearing must be held within a 15-day period from the receipt of the written appeal. The appeal is to be submitted to the Senate President or the next presiding officer. Based on a two-thirds vote of the Senate ( a quorum being present), the senator/officer may be reinstated (if the vote is in the affirmative) or remain out of office, if affirmation is given that the removal is just (i.e., the vote is in the negative). If the recommendation to reinstate is made, a subsequent two-thirds vote of the Senate is required for reinstatement.

## Article VII: RELATIONSHIP WITH THE UNIVERSITY SYSTEM OF GEORGIA FACULTY COUNCIL

The Faculty Senate shall be a member of the University System of Georgia Faculty Senate Council (USGFSC). The intent of the USGFSC is to advance the mission of the system as a whole and to promote and foster the welfare of system faculty through the collective creativity of representatives from each system institution. The President of the Faculty Senate will serve at the primary contact for Fort Valley State University to the USGFSC. The President of the Faculty Senate and the Vice President of the Faculty Senate will represent Fort Valley State University (FVSU) as designated representatives of FVSU to USGFSC functions. In the event the President of the Faculty Senate, nor the Vice president of the Faculty Senate is unable to attend USGFSC functions, an

alternate representative, who shall have been elected from the roster of Faculty Senators, shall be asked to represent the FVSU Senate.

#### Article VIII: PARLIAMENTARY AUTHORITY

The current edition of Roberts Rules of Order shall govern the Faculty Senate and its committees in all cases to which they are applicable and in which they are consistent with these bylaws, any special rules of order the Faculty Senate may adopt, Fort Valley State University policies, University System of Georgia policies, state laws, and/or federal laws.

#### Article IX: AMENDMENTS TO THE BYLAWS

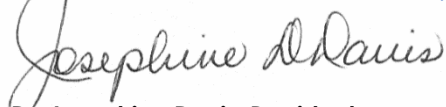
The President of the University, any member of the University faculty, or the Faculty Senate, has the authority to propose an amendment to the Fort Valley State University Faculty Senate Bylaws. Proposals to amend or to change the text of the Bylaws which originate from individuals who are not senators shall be presented to the Senate through the individual's senate representative. Proposals arising from the floor of the Senate shall be referred to the Bylaws Committee. A report of actions under consideration shall be made at the next scheduled meeting of the Faculty Senate.

**A. Revisions:** The Bylaws Committee may propose amendments or report its recommendations concerning proposals for amendments, at any regular meeting of the Faculty Senate or any special meeting called for the purpose of amending the Faculty Senate Bylaws. Upon approval of the Faculty Senate, the Senate President shall submit all proposed revisions and recommendations in writing to the University Faculty no later than ten days prior to the University Faculty meeting.

**B. Adoptions:** Amendments must be adopted by a two-thirds vote of senators present, provided the required quorum is present at the time of voting.

**C. Implementation:** Amendments to the Bylaws are in full force when approved by a majority vote of the University Faculty. Subsequent reviews may be conducted by the President of the University, the Chancellor, and the Board of Regents. The Bylaws are enacted upon approval of the University Faculty. If these subsequent administrative reviews require a change in the Bylaws, said changes will be reviewed and made effective immediately, not requiring approval of the Senate or the University faculty. Due notification of said changes will be communicated to all faculty.

Submitted On Behalf of the Senate by



**Dr. Josephine Davis, President**

2015 – 2016 FVSU Faculty Senate

Approved by the FVSU Senate on September 24, 2015

Approved by the FVSU University Faculty on October 15, 2015

Revised, Per Review of FVSU's Interim President, Dr. Jessica Bailey on October 28, 2015

Approved by FVSU's Interim President, Dr. Jessica Bailey on December 8, 2015

## Appendix 5: Graduate Council Constitution and By-Laws

Approved by President's Cabinet, 2023. This replaces the old By-Laws.

### Members of the 2023 New Graduate Council Governance and Bylaws Committee

1. Dr. Robert Dibie, Vice Provost for Academic Affairs and Dean of Graduate Studies – Chair
2. Dr. Komanduri Murty, Department of Behavioral Sciences – Member
3. Dr. Rayton Sianjina, Professor of Education, Director, Office of Internationalization, Global Education & Engagement – Member.
4. Dr. Clarence Riley, Professor of Education – Member
5. Dr. Hari Singh, Associate Professor of Plant Science and Chair, Department of Agricultural Sciences - Members.
6. Dr. Oreta Samples, Assistant Professor of Public Health, and Coordinator of the Master of Public Health – Member
7. Dr. Anissa Howard, Assistant Professor of Education and Coordinator of the Master of Clinical Mental Health Counseling – Member
8. Dr. Johnny Green, Assistant Professor of Political Science and Program Coordinator – Member
9. Dr. Aboulemagd, Adel Moawad, Assistant Professor of Animal Science and Coordinator of the Master of Animal Science – Member
10. Dr. Otha Everett, Assistant Professor/Coordinator of the Master of Science in Clinical Rehabilitation Counseling – Member.

### Introduction

Graduate curriculum and research are among the most significant functions of graduate programs at Fort Valley State University (FVSU). They constitute a dominant force in maintaining the vitality of scholarly inquiry and intellectual achievement in the University community. The overall responsibility for all graduate curriculum and research matters shall rest with the Graduate Council. The Provost and Vice President for Academic Affairs recognized Graduate Council as the official governance organization. The Graduate Council's authority is derived from its definition and charge in the Faculty Handbook to make advisory recommendations to the Vice Provost for Academic Affairs and Dean of Graduate Studies on graduate programs and curriculum, formulation and implementation of Graduate Studies policies, and the establishment and enforcement of standards of graduate work. Among the duties of the Graduate Council is to establish general policies and procedures on graduate programs and graduate research within the University.

### Preamble

Fort Valley State University is a vibrant institution of higher learning where the highest quality of scholarship and creative work is produced and shared. Our commitment to teaching and research is unparalleled. The complex world into which our students graduate reminds us of the importance of our work together at FVSU. Graduate education can flourish only in a climate where faculty scholarship and quality teaching are expected and encouraged. Sustaining a graduate culture requires a genuine commitment to scholarship in all its forms and effective teaching and guidance. All partners' roles and responsibilities in graduate education align with all relevant university policies on responsible conduct and integrity in research and academic pursuits. The University Graduate Council oversees graduate education policies, monitors graduate program quality, and sets goals for enhancing graduate education at Fort Valley State University.

The policies and procedures contained herein are subject to change at any time with the approval of most voting members. Moreover, these graduate council bylaws are neither intended nor should they be construed as a binding, enforceable contract between the University and students enrolled in Graduate Studies. These bylaws are intended to formally monitor graduate programs, inform students of their academic commitments and responsibilities, and they are expected to be distributed widely and revised periodically as needed to fit the University's mission, vision, and goals.



### Delegation of Authority

The faculty of the Graduate Studies, as represented by the Graduate Council, are delegated authority by the President of FVSU, Provost and Vice President for Academic Affairs, and the University Faculty Senate for the interests of the Graduate Studies' matters except in those matters with university-wide implications.

As delegated by the Office of Academic Affairs and the Bylaws of Faculty Senate (Senate Bylaws), the ultimate responsibility for all graduate education and research matters rests with the Graduate Council. These Articles are hereby established to provide for governance by that Council and to facilitate the creation and maintenance of graduate education and graduate research programs of high quality and accomplishment.

#### ARTICLE I: Graduate Council Size and Membership

The Graduate Council of Fort Valley State University shall consist of faculty members duly elected by the graduate faculty within each college providing graduate programs, in numbers proportional to the size of their graduate faculty and graduate student body, as outlined in the Bylaw. Each graduate program with five or fewer faculty is allotted only one representation on the Council. Graduate Programs with six or more graduate faculty are allotted two Council seats. No graduate program shall elect more than two members to serve on the Graduate Council.

A Graduate Coordinator may be elected to represent a master's degree program on the Council. The term of each member to serve on the graduate council is two years, and each member is limited to serving two consecutive terms, which is four years continuously. After two terms, a member must take a break from being a council member for at least one year before he/she can be re-elected. In extenuating circumstances, exceptions to this rule of membership duration will be determined by the Chair of the Graduate Council to maintain the integrity and/or fair representation of their respective college in the Council. The Vice Provost for Academic Affairs and Dean of Graduate Studies will serve as the Chair of the Council. He/she will serve as a permanent member of the Graduate Council.

Reapportionment shall be made every two (2) years in the Spring semester; elected representatives of the Council will start their term at the beginning of the following Fall semester. Should a reorganization of the University result in the addition of new colleges or degree programs or the merging or discontinuing of any of the existing colleges, the Graduate Council shall make the necessary adjustments to the above to conform with such a reorganization.

The Council Representation will be as follows:

The University Graduate Council shall consist of:

- Graduate faculty representatives from the colleges offering graduate programs.
- Three *ex-officio non-voting* members representing the Provost and Vice President for Academic Affairs, the Faculty Senate Executive Committee, and the Graduate and Professional Student Association.
- Provost and Vice President of Academic Affairs (Ex Officio)
- The Director of Hunt University Library (Ex Officio)
- Faculty Senate President (Ex Officio)
- Graduate Admission Counsellor (Ex Officio)
- Two graduate students (non-voting) selected by the Executive Committee from nominations submitted by Graduate Council members, deans, chairs, and/or faculty members of graduate programs. One of the student representatives will be a master's student, and the other will be in a Graduate Specialist course.

Council representatives, except *ex officio* and non-voting members, will have all the rights and privileges of elected members, including the right to vote and the right to serve on the Graduate Council's standing and ad hoc committees.

Although other graduate faculty members can attend the Council meetings, they do not have the right to vote.

Colleges	Apportionment (Subject to Revision as Noted in Article I above)
College of Agriculture, Family Science, and Technology	
Master of Animal Science	2
Master of Biotechnology	2
Master of Public Health	1
College of Arts and Sciences	
Master of Public Administration - pending	1
Master of Social Work	1
College of Education and Professional Studies	
Master of Rehabilitation Counseling	1
Master of Mental Health Counseling	1
Master of School Counseling	1
Master of Science in Middle-Grade Education	1
Master of Science in Early Childhood/Special Education	1
Education Specialist (Ed.S.)	1
Total	13

## ARTICLE II: Leadership of Graduate Council

The Dean of Graduate Studies shall be a permanent member and Chair of the Graduate Council. The Chair shall only vote to break a tie when necessary. He/she will preside over all the meetings of the Council or delegate a member to preside when necessary.

The Secretary shall be elected annually from the at-large Membership of the Graduate Council. The Secretary shall be responsible for disseminating all documents resulting from actions of the Graduate Council. This shall include minutes of the Council meetings, course and degree program approvals, additions, deletions, modifications of courses, and other documentation as developed incident by the Graduate Council.

The Graduate Council shall have five standing committees. Each committee shall include at least one member from three current Fort Valley State University colleges. The Dean of Graduate Studies (DGS) or a representative designated by the DGS shall serve in an ex-officio capacity on each committee but shall not vote except to break a tie.

The committee chairs shall be elected at the prior spring semester meeting of the Graduate Council to the upcoming academic year. A Graduate Council member must have served at least one year on the Council to be eligible to serve as committee chair.

The Chair of the Graduate Council will periodically nominate a member of the Council to preside at the meeting. And in the chair's absence, he/she may delegate a Council member to preside over the Graduate Council meeting.

The following standing committees act on the matters indicated and others, as charged by the Dean of Graduate Studies, and Chair of the Graduate Council. The Council shall create, by a majority vote, or the Chair of the Council (Dean of the Graduate Studies) shall appoint other ad hoc committees as he/she deems necessary to conduct the business of the Graduate Studies.

### Standing Committees

The **Executive Committee** shall comprise the chairs of the four standing committees and the Chair of the Graduate Council. The Executive Committee considers proposals to be placed on the Graduate Council agenda. It is the responsibility of this committee to accept or reject items received from the various standing committees, colleges, among other entities to be placed on a given Council agenda. This committee also

considers and reports to the Council on any issue affecting graduate education at FVSU, recommends for the Council's approval the formation of any ad hoc committees as it deems necessary, oversees the activities of the Council, and ensures that the Bylaws are fulfilled faithfully each year. This committee is also responsible for recommending candidates to the Dean of Graduate Studies for filling appointments to various committees of the Council.

**Graduate Curriculum Committee** – reviews proposals from departments, divisions, schools, or colleges for new graduate degrees and certificate programs and for changes to existing programs; makes recommendations concerning such applications to the Council, which serves in an advisory capacity to the Provost and Vice President for Academic Affairs.

**Policy Committee** – makes recommendations concerning academic policies that govern graduate education, the graduate faculty, and the implementation of Council decisions within the Graduate Studies; individual exceptions to existing policies are not the purview of this committee and should be decided on a case-by-case basis by the dean of the Graduate Studies; a list of repeated exceptions should be forwarded to this committee for annual review and, if a majority of the committee deems it necessary, new policy recommendations will be drafted.

**Graduate Awards Committee** – reviews all departmental nominations for the three awards granted by the Graduate Council: The Graduate Award Committee shall make recommendations to the Council as well as advise the Council members on related policies such as the timing of award cycles, number of awards, or other changes that enhance the competitiveness of these awards. The Office of Graduate Studies shall make these awards each year and assigns awards to individual faculty that the appropriate committee has selected. The annual award shall include the following:

- Graduate Faculty Teaching Award
- Faculty Research Award
- Outstanding Graduate Coordinator Award
- Outstanding Graduate Student Award

**The Graduate Research Committee** shall recommend strategies to encourage student and faculty research collaboration. This Committee will develop recommendations for policy concerning graduate student support. It will also develop strategies for increasing financial support for graduate students.

All recommendations of these committees shall be presented to the Graduate Council for action. Upon approval by the Graduate Council, all policy recommendations will be submitted to the Dean of Graduate Studies, who will submit the recommendations to the Provost and Vice President for Academic Affairs along with his/her recommendations. The Faculty Senate will be duly informed of all policy recommendations. All policies are formulated subject to the approval of the President of Fort Valley State University and consistent with the relevant policies of the USG Board of Regents.

#### **Committee on Committees and Procedures**

- Develop a transition plan from three to two-year terms for Council members.
- Submit recommendations to the Vice Provost and Dean of Graduate Studies on a parental and personal leave policy for graduate students (note that this is an administrative policy).
- Review the state of and conduct strategic planning for career and professional services for graduate students.
- Review the process for Integrated Undergraduate-Graduate (IUG) programs.
- Consider the feasibility of new professional and research degree programs.
- Review the Graduate Council curricular review process for course and program proposals.

#### **ARTICLE III: Graduate Council Responsibilities**

Through its governing body, the Graduate Council shall create and maintain all graduate programs in the University and all matters of graduate education and research. The Graduate Council is the principal advisory body to the Graduate Studies programs at Fort Valley State University. The responsibilities of the Graduate Council shall include the following:

- Provide advice and recommendations to the Provost, Vice President for Academic Affairs, and Dean of Graduate Studies on all matters relating to graduate studies.
- Review, evaluate, and provide recommendations to the Provost and Vice President for Academic Affairs on proposals for new graduate programs and the continuation or revision of existing programs.
- Graduate Council meets monthly to discuss policies and other operational issues impacting Fort Valley State University graduate studies.
- It reviews, coordinates, and serves as an advocate for graduate education at Fort Valley State University. The Graduate Council has both advisory and policy-making responsibilities for graduate education.
- Participate in developing policies, rules, and best practices for graduate education and graduate programs.
- Promote quality in graduate programs; develop University-wide policies on graduate students; develop policies on financial aid for graduate students and develop agenda for the graduate council meeting.
- Effectively implement policies and act upon any questions affecting those policies.
- Establish minimum graduate course passing standards and criteria for minimum required standards for final comprehensive examinations, theses, and dissertations.
- Graduate student appeals.
- Participate in establishing policies associated with a graduate assistantship and graduate fellowship, including overseeing eligibility and allocation procedures for Graduate Studies Presidential State Tuition Waivers.
- Review proposals for new or revised graduate degree programs, graduate minors, graduate interdisciplinary concentration or specializations, and other curricular matters.
- Submit recommendations to the Provost and Vice President for Academic Affairs about adopting or abolishing academic degrees administered by Graduate Studies.
- Participate in oversight of interdisciplinary graduate programs.
- Make recommendations for determining the membership and authorities of graduate academic centers and their boards or governing bodies.
- Approve, modify, or reverse actions taken by its standing or ad hoc committees.
- Long-range academic planning as it relates to graduate education.
- Strategies for increasing financial support of graduate students and graduate programs.
- Eligibility requirements for graduate faculty membership; and
- Career growth and development for graduate faculty.
- Policy on permissible course load, transfer credit, and research tool requirements.
- Graduate policy on all graduate student admission and retention matters.
- Policy on permissible course load, transfer credit, and research tool requirements.
- Recommend strategies to encourage student and faculty research.
- Develop strategies to increase graduate enrolment.
- Develop policies concerning graduate student support.
- Develop strategies for increasing financial support for graduate students.
- Promote the general welfare of the graduate students and faculty.
- Foster and sustain the intellectual climate of the University.

#### ARTICLE IV: Graduate Faculty

The authority to appoint the Graduate Faculty shall be vested in the members of the Graduate Council. All nominations of eligible faculty for appointment to the Graduate Faculty are made by the appropriate academic unit (college, department, or school) to the Dean of Graduate Studies, and Chair of the Council. Appointment of graduate faculty members shall be confirmed by the Chair of the Council after consultation with the executive committee members.

#### Regular Graduate Faculty

Faculty members holding a Ph.D. or other terminal degree in a discipline shall be eligible to become members of the Graduate Faculty upon appointment to a tenure-track position.

### Duties

This appointment confers the right to teach graduate courses, direct theses, and dissertations, and participate in graduate student committees (subject to the unit's and university's policies), serve on the Graduate Council or its committees, and vote on matters coming before the Council.

### Nominations

Nominations of eligible faculty are made by the appropriate college, school, or department to the dean of Graduate Studies.

### Associate Faculty:

Non-tenure-track FVSU faculty members and scholars who hold a Ph.D. or other terminal degree may be appointed to associate membership in the Graduate Faculty.

### Eligible Faculty

Associate membership is appropriate for full-time FVSU clinical and research faculty holding an appropriate terminal degree.

### Duties

Associate members may teach graduate courses, direct theses, and dissertations, participate in graduate student committees, serve on Graduate Council or its committees, and vote on matters before the Graduate Faculty.

### Graduate Faculty Membership Requirements at FVSU:

#### Associate Member Requirements shall include:

- Having a terminal degree in the appropriate or related field they teach.
- Holding the rank of Assistant Professor or above.
- Being in their first term of a non-tenured contract, holding a tenure-track position, or being tenured (subsequent appointments must be tenure-track).
- Associate Members should be evaluated to Full Member status after three years of successful service as an Associate Member and have served on at least two thesis or dissertation committees.

#### Associate Member Privileges and Responsibilities:

- Engage in all graduate education activities.
- Serve on thesis or dissertation committees but not chair them.
- Demonstrate scholarly aptitude in their field.
- Reviewed after three years to determine eligibility to move to Full Member status, remain at the Associate Member level, or be placed on inactive status.

#### Full Member Requirements shall include:

- Having a terminal degree in the appropriate or related field they teach.
- Holding the rank of Assistant Professor or above.
- Being tenured or in a tenure-track position.
- Having served on a minimum of two thesis or dissertation committees.
- Demonstrating three years of service as an Associate Member or the equivalent at other institutions.

#### Full Member Privileges and Responsibilities:

- Engage in all graduate education activities.
- Chair or serve on thesis or dissertation committees.
- Demonstrate scholarly aptitude in their field.
- Review every three years to ensure qualifications are still being met and to determine the status (active or inactive).

#### Research Affiliate Requirements shall include:

- Having a terminal degree in the appropriate or related field in which they work with students.

- Holding the rank of Assistant Professor or above or serving as a designated researcher in a non-teaching position.
- Holding a valid full-time teaching or research position at FVSU.

#### Research Affiliate Privileges and Responsibilities:

- Serve on thesis or dissertation committees (may not chair).
- Serve as a consultant to graduate students, supervise graduate projects, and teach courses approved by the Graduate Council and Department Chair.

#### ARTICLE V: Elections of Members

##### The Graduate Council shall:

- Establish criteria and procedures for election to membership in the Graduate Faculty.
- Establish bylaws governing the election of Council members, the organization of the Council, the frequency of its meetings, the procedural rules that will govern its proceedings, and a procedure for Graduate Faculty nominations to serve in the Council.

#### Terms and Elections

- The elected Graduate Council members will have a two-year term. If re-elected after their first term, they can serve another two-year term. However, council members can only serve up to four years.
- Members, faculty, or students will be permitted to serve up to two full, consecutive terms.
- Should a member fail to serve a full term, a new member will be duly elected by his or her voting unit. That member will serve the remainder of the unexpired term.
- Terms of office will be staggered. Those representatives who are elected graduate coordinators will serve terms as specified above.
- Each voting unit will hold regular elections in the spring of each year. Terms will start at the beginning of the fall semester.
- Only elected and regular members of the Graduate Council are eligible to vote for representatives.

#### ARTICLE VI: Graduate Council Best Practice and Members Etiquette

Robert's Rule of Order (chrome-

extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.ulm.edu/staffsenate/documents/roberts-rules-of-order.pdf) shall be adhered to in the conduct of meetings of the Graduate Council.

The following best practice is expected from all Graduate Council members:

- **Start and end meetings on time:** This practice respects members' time and discourages tardiness.
- **Agendas for all meetings shall be made available ahead of time:** Graduate Council members shall ensure they review the agenda and any reports or other materials and become familiar with the agenda items so that they become prepared to engage in discussion, ask relevant questions, make meaningful comments, and thereby contribute to the overall productivity of intended tasks. A prior and thorough review of the agenda also gives members time to request additional materials in advance of graduate council meetings, if needed.
- **Quorums shall be maintained for all meetings:** Quorums are designed to keep the graduate council balanced and democratic, so establishing a quorum is often the first order of business in good graduate council meeting etiquette. The graduate council secretary is responsible for notifying the chair if they are not likely to have a quorum. The Graduate Council chair is responsible for establishing and announcing the existence of a quorum, as defined in the bylaws. The rest of the members shall hold the Graduate Council chair accountable for adhering to conducting business with or without a quorum present.
- **Keep committee reports succinct and to the point:** Committee reports are important internal documents for record keeping and serve as resources for verification and reference purposes, as needed.
- **Graduate Council members shall not interrupt a speaker:** No member shall interrupt a speaker during meetings regardless of how important the subject's point is. In all meetings, members shall wait to be recognized by Chair to speak. The Chair must recognize members before speaking (Robert's Rules). The exception to this etiquette rule is if the Graduate Council secretary has questions about including something in the minutes.

- **Graduate Council members must maintain civility during discussions:** Although members could be contentious sometimes because of the requirement for diverse views and opinions, civility must prevail. Even seasoned graduate council members can occasionally become so enthusiastic about an issue. However, the graduate council's etiquette must still prevail under such circumstances.
- Graduate Council etiquette is also a factor as council members approach voting. Each member shall listen to all sides of arguments and fully represent members or stakeholders when placing their votes. It is unethical for graduate council members to use their positions as voting faculty to further their private interests or investments.
- Graduate Council members must refrain from exposing, criticizing, or defaming each other for their views after the meeting: Graduate Council members shall be free to express their views during discussions in meetings without being afraid of retaliation or negative publicity by their peers.

#### ARTICLE VII: Implementation of Graduate Council Policies

The Office of the Dean of Graduate Studies shall oversee the implementation the policies and actions of the Council and the Graduate Studies programs at FVSU.

#### ARTICLE VIII: Amendment of the Bylaws

These articles shall be subject to amendment in the following manner:

- A preliminary presentation and discussion of the proposed amendment will be made at a meeting of the Graduate Council.
- At a second regular or special meetings of the Council, to be held at least thirty and no more than sixty days after the preliminary presentation, the proposed amendment will be discussed and approved by a majority of Council members present and voting.
- Two-thirds shall approve the amendment of all Graduate Council voting members. In addition, voting in a mail ballot may be sent to all authorized voting members of the Graduate Council.
- Following approval of proposals or policies, the Chair of the Graduate Council will submit the new policies to the Provost and Vice President for Academic Affairs for ratification.

#### ARTICLE IX: Academic Standards

Fort Valley State University is committed to offering high-quality, academically rigorous graduate degree programs. A graduate student must maintain a cumulative GPA of 3.0 or higher to show academic progress. A student with a cumulative GPA below 3.0 will be placed on probationary status, academic suspension, or academic dismissal. The Dean of Graduate Studies will issue an official warning. A graduate student is in good standing if he or she has the following:

- A cumulative GPA of 3.0 or higher.
- A student may earn a grade of C if the student earned an A to offset the C to keep the student's grade at B
- A student earning a D or F in any graduate course will immediately be on academic probation for one semester.
- An approved degree plans.

Since Graduate School is designed to prepare persons holding baccalaureate degrees for professional careers, a higher level of rigor is necessary. At Fort Valley State University, two criteria have been established to ensure appropriate rigor and competency have been achieved during their matriculation.

#### Satisfactory Academic Progress in all Graduate Programs

The minimum passing grade in a graduate course is a B. Students need a B or better average to graduate with a master's degree at FVSU and must maintain a B or better average every semester attending. If the GPA in any semester falls below a B, the student will be placed on probation until such time as the average is raised above a B. Conditions for students on probation that will enable them to raise their GPA will be determined by the graduate degree program they are seeking. Thus, to graduate, a student must have an overall GPA of 3.0 in all graduate courses taken at FVSU and not just those listed on a study plan. A graduate student shall be allowed to count only one C grade toward his/her degree program if the cumulative GPA is 3.0 and higher.

The Dean of Graduate Studies may cancel a student's registration privilege if the student fails to make adequate progress toward the degree defined by the Graduate Council bylaws on good academic standing. A graduate student's registration privileges may also be canceled for failure to meet academic standards defined by the Graduate Studies policies.

At the time of graduation, the student's graduate cumulative grade point average (GPA) must be at least 3.00 (B) on a 4.00 scale. Additionally, the student's average on all grades recorded on the program of study for courses numbered 500 / 5000 or above must be at least 3.00, and all courses listed on the program of study must be at least 3.00.

#### Academic Suspension Policy

Graduate degree-seeking students whose cumulative grade point average (GPA) drops below 3.00 (B) will be placed on academic probation and allowed one calendar year to raise the cumulative GPA to at least 3.00. In the case of conversion of incomplete grades that cause a cumulative GPA to drop below 3.00, a degree-seeking student will be placed on academic probation at the end of the semester in which the grade is posted. Students whose cumulative GPA falls below the required minimum of 3.00 by receiving a grade for a course in which they received a grade of Incomplete will, instead of a one-year probationary period, be granted only one major semester of probation dating from the semester in which the registrar receives the Incomplete conversion grade to raise their cumulative GPA to 3.00 or above. Students who do not reach a cumulative 3.00-grade point average during the probationary period will be suspended from the graduate program and will not be permitted to enroll for further graduate coursework as a degree or a non-degree student.

#### Reinstatement After Suspension

After suspension, reinstatement to graduate studies or non-degree enrollment status cannot be granted for one calendar year following the term of suspension. To appeal for reinstatement, the student must submit a completed petition packet to Dean of Graduate Studies through the student's academic program following the guidelines below. Appeals may be initiated at any point following suspension. Still, petition packets must be received by the Dean of Graduate Studies at least 45 days before the start of the term for which the student wishes to be readmitted.

A student must contact the academic program and ask for support for reinstatement to graduate studies. The department must **recommend** reinstatement for an appeal to go forward. Only packets containing all the required letters, documentation, and recommendations forwarded to the Dean of Graduate Studies from the graduate coordinator of the academic program will be considered. Appeal packets must contain all the following:

- A letter from the student that explains the factors that resulted in his/her academic suspension.
- An explicit plan written by the student and endorsed by the graduate coordinator showing how the student will overcome the extenuating circumstances noted in the student's letter of appeal (e.g., medical treatment, change of major, adjustment of work demands, etc.) and raise his/her GPA. Supporting documentation of extenuating circumstances must be included.
- A feasible projection of what grades will be required in what courses and which semesters to yield the requisite overall cumulative GPA of 3.0.
- A letter from the appropriate department chair or graduate coordinator to confirm that all materials for this appeal are in order and that the faculty of the academic program support the appeal.

Complete **packets** may be delivered in person, by U.S. mail, or by campus mail to:

The Graduate Studies Office  
Fort Valley State University  
1005 State University Drive  
Troup Building, Room 318  
Fort Valley, GA 31030  
Email: [graduatestudies@fvsu.edu](mailto:graduatestudies@fvsu.edu)

OR

The Graduate Studies Office  
Fort Valley State University  
151 Osgian Blvd  
Warner Robins, GA 31088  
Email: [graduatestudies@fvsu.edu](mailto:graduatestudies@fvsu.edu)

**Note:** Students not enrolled for three or more years must reapply to the Graduate Studies Office for new admission.



### Probationary Status

A student is placed on probation when his or her cumulative GPA falls below 3.0. A student can stay in probationary status for a maximum of 9 months or two consecutive semesters.

### Academic Suspension

A student on academic probation for over two consecutive semesters will be suspended from the program. A student under suspension cannot enroll in any course for one semester. A suspended student may request to return to the program by submitting a written petition to the Dean of Graduate Studies at least 30 days before the start of the semester in which they intend to return. In the petition, the student must identify the problem(s) with their academic performance and the steps to improve it. If the petition is approved, the student may return to the program in probationary status.

### Academic Dismissal

After the second academic suspension, a student will be dismissed from the graduate program. A graduate student's enrollment will be terminated from the program for any one of the following reasons:

- Failure to achieve a 3.0 cumulative GPA by the end of the next nine semester credit hours of enrollment immediately following probational status or low-performance warning.
- Failure to achieve a "B" or better grade in each course for the first nine semester credit hours taken under provisional admission status.
- Earning an "F" in any graduate course
- Failure to earn a grade higher than "B" in a repeated course.
- Failure to complete and pass the Capstone Project with a minimum grade of 'B.' (Students have two chances to pass before termination is affected)
- Graduate Students shall also be required to fulfill additional program or departmental academic standards and requirements.

A dismissed student may [request](#) readmission to the program by submitting a written petition to the Dean of Graduate Studies at least 30 days before the start of the semester in which they intend to return. The petition must identify the problem(s) with the student's past academic performance and steps planned to improve future academic performance. Readmission to the program may

### Automatic Dismissal from the Graduate Program

A candidate who fails to make satisfactory progress upon completing 15 credit hours will be withdrawn from candidacy by the Graduate Council. A student dismissed for the above reasons may appeal to the Dean of Graduate Studies with supporting documentation for reinstatement. If the Dean of Graduate Studies denies the appeal, the student may appeal in writing to the Provost and Vice President for Academic Affairs (VPAA) with supporting documentation attached. If the VPAA denies the request, the student may appeal in writing to the President with supporting documentation attached. The decision of the President is final.

### Repeating Courses

A student may petition to retake a graduate course in which they earned a final grade of C. A graduate course with a grade of "C" may be repeated only once. Such a petition should be submitted to the Graduate Coordinator of the program. The Graduate Coordinator shall consult with the Dean of Graduate Studies before allowing the student to repeat the course or be placed on probation.

The grade from such a repetition and the original grade will appear on the student's transcript. However, the cumulative grade point average will only calculate the highest grade.

### Undergraduate Transfer Credits

A maximum of two "B or higher" grades in similar undergraduate 400-level core courses (or six credit hours) shall be accepted toward the graduate degree in some master's degree programs. In master's degree programs that adopted an accelerated "4+1 program model." The respective programs will allow students to earn bachelor's and master's degrees in just five years rather than the usual six or seven. In addition, the 4+1 program will allow three undergraduate 400-level to be cross-listed with similar graduate classes. Thus, nine credit hours of 400-level cross-listed undergraduate courses with B or higher grades shall count towards the master's degree requirements.

### Transfer Credit

A graduate student may transfer credits that are earned from an accredited institution. This constitutes a logical part of the student's program. Transfer credits must be from an accredited institution recognized by the Council for Higher Education Accreditation (CHEA) or ACE-recommended credits or training. Credit transfer may be allowed when recommended by the student's degree program coordinator professor and Academic Dean and when approved by the Dean of Graduate Studies. Such transfer credit cannot exceed the following scale and must fall within the time limit of the degree:

### Program Credit Hours / Transfer Up To

- 30-39 program credit hours / transfer up to 6 credits.
- 40-49 program credit hours / transfer up to 9 credits.
- 50-59 program credit hours / transfer up to 10 credits.
- 60-69 program credit hours / transfer up to 12 credits.
- 70+ program credit hours / transfer up to 14 credits.

No course **credit** grades below B shall be transferred. The courses to be transferred may NOT have been used to fulfill the requirements of a graduate degree program at another institution. Transfer grades are not used in calculating cumulative averages. All requests for transfer credit, with accompanying official transcripts, must be in the Graduate School by the midpoint of the semester in which the student plans to graduate.

- The institution offers the graduate degree program for which the student has been admitted at Fort Valley State University. (Not required for transfer of ACE transcript credit.)
- An official transcript is sent directly to the program from the institution where the graduate work was taken.
- The credit was earned no more than seven years before the completion date of the graduate degree.
- The student's advisor or major professor shall approve the transfer credit as a part of the student's admission approval process before the recommendation for admission is sent to the Graduate Studies office.
- Transcripts and syllabi for the student's transfer credits shall be sent by the graduate coordinator with other application documents to the Graduate Studies office for review.
- Graduate Studies office shall include the number of transfer credits in the admission letter sent to the student.
- A student pursuing a graduate degree at Fort Valley State University who plans to take graduate courses at another institution as a transient student must complete a Transient Permission Form, which the advisor or major professor must approve before enrolling in the transient courses. This procedure ensures that courses taken as a transient student at another institution will constitute a part of the planned program of study. Students who take courses without prior approval are doing so with the possibility that the course may not count in the degree program.
- A degree candidate may not graduate at the end of a term in which (s)he is enrolled as a transient student at another institution.
- No grade lower than a "B" in a course earned at another institution may be accepted in transfer credit to count toward a Fort Valley State University graduate degree.

### ARTICLE X: Appeals Procedures

In general, a student shall make a grade appeal using the following procedures:

- The student requests a meeting with the instructor of the course(s) to discuss the disputed grade. The student proceeds to step 2 if the issue still needs to be resolved satisfactorily.
- The student will meet with the Chair of the Department in which the course was taken to resolve the issue.
  - The Chair will consult with the instructor to resolve the issue.
  - In a case where the instructor is also the Chair or Coordinator, the Dean will be consulted in their place to avoid any conflict of interest.
- If the issue is not satisfactorily resolved, it will be referred to the Graduate Appeals Committee.
- The Dean of Graduate Studies shall decide on all graduate students' appeals after reviewing the appeal statement and decisions of the coordinator, chair, and graduate council committee.

### Graduate Appeals/Readmission Committee

In instances where grade appeal is considered, the following steps must be followed:

1. The written appeal, with all supporting documentation, must be provided to each member of the Committee at least one week before the meeting date. The Committee chair is responsible for providing all pertinent parties with a notice of the hearing's date, time, and location.
2. The student initiating the appeal and all other parties interested in it should be advised of their right to appear before the Committee.
3. Following the meeting, the Committee must submit in writing its recommendation to the Dean of Graduate Studies within one week of the committee's decision.
4. The Dean of Graduate Studies will review the recommendation and then notify all parties of the final decision in writing within one week. Copies of all decisions, recommendations, and other materials will be part of the student's official record.

### Hearing Procedures

When the matter is non-academic, a student may file his or her complaint in writing to the Program Chair or Coordinator. The student should state the grounds of the complaint with complete supporting material. The Chair or Coordinator will meet with the College Dean, who will appoint an ad hoc committee to meet with the course Instructor. The student may request to address the ad hoc committee. A request must be made in writing. The committee will use professional discretion to determine if the request is justified. When a hearing is to occur on the case, the following will apply:

- The student will be notified in writing of the date, time, and place of the hearing at least one week before the hearing date.
- Members of the ad hoc committee will hear the complaint. The student and other parties appearing before the ad hoc committee may submit documentation to be entered into the official records of the hearing.
- Faculty designated as ad hoc committee members will be excused from service on a particular case if they have a personal or professional relationship with any party that would preclude them from rendering an objective judgment.
- Hearings shall be closed to the public. Only parties notified by the ad hoc committee will be allowed to attend the hearing.
- The student and any respondent in the hearing may each invite witnesses to assist or support them during the hearing.
- If a hearing is to be held, the ad hoc committee will determine if the student and respondent appear separately or together. Parties will not be permitted to cross-examine each other during the hearing. Formal legal rules of evidence do not apply in a hearing on academic matters.

After the [hearing](#), the committee will deliberate, and a majority vote will determine a final recommendation. The committee will submit its recommendation to the Dean of Graduate Studies in writing within a week of the hearing.

### ARTICLE XI: Other Graduate Policies' Issues

#### Important Graduate Council Dates

The composition of the Graduate Council represents departments and schools that grant master's degrees and specialist degrees. Thus, to better facilitate the function of the Graduate Council Committees, which review new graduate program proposals and revisions, colleges must submit all agenda items to the Graduate Council Chair on or before the due dates. The dates of the regularly scheduled meetings of the Graduate Council and the dates by which the materials are due in the Graduate Studies are March 30<sup>th</sup> for Spring and October 30<sup>th</sup> for Fall semesters, respectively. Adherence to the due dates for the materials will aid in meeting Graduate Council dates and, thus, enable timely votes for proposals. Please note that time is needed to forward the appropriate approved documents from the Graduate Council to its various Committees for review. Adhering to the following dates should allow time for proposal revisions and votes at the various stages of the process. Submitting items to the Graduate Studies office or Graduate Council Chair as early as possible is also extremely helpful.

### Graduate Council Meetings Attendance

#### When does the Council meet?

- Meetings of the Graduate Council shall be scheduled for the 4th Monday of each month at 3.30 pm.
- Graduate meetings shall be conducted monthly between August and April of each academic year.
- All members of the Graduate Council shall be expected to attend meetings and cast their votes on issues discussed by the Council.
- Minutes shall be taken in all the Graduate Council meetings and circulated to its members a few days after each meeting.

#### Exceptions to Meeting Dates

**December Meeting:** Held the 2nd Monday of the month before the semester break.

**May Meeting:** Held the 2nd Monday at 3.30 p.m.

**Summer Meetings:** Meetings are not typically held in June or July.

#### Where does the Council meet?

The location will be Troup Building, Room 306. However, if there is a change in location in the future, it will be announced to Graduate Coordinators, and an email sent accordingly.

#### Who can attend?

Meetings are open except for agenda items on personnel or student files.

#### Conduct of Nonmembers of the Graduate Council during Meetings

Members of the Fort Valley State University community who are not members of the Graduate Council can attend meetings of the full Graduate Council as observers but cannot vote.

#### Overview of the Graduate Process Curricular review

- All graduate curricular proposals and prospectuses must be initiated in the system. All consultation on proposals must be discussed with the Vice Provost for Academic Affairs before documents or applications are sent to the Chair of the Council. All new curricular proposals must be emailed to the Dean of Graduate Studies.
- Submitted Curricular proposal will be discussed during the Graduate Council's regular meetings, after which the Chair of the Council will call a vote.
- If the Council members approve a curriculum proposal, The Chair of the Graduate Council will sign the proposal and return the document to the Coordinator of the Graduate Program that submitted it.
- If the Graduate Council members do not approve the proposal, a detailed explanation will be written by the Chair of the Graduate Council, stating why the proposal was not approved.

#### Before Official Submission for Graduate Council Curricular Review

For new graduate programs and significant program changes, such as online delivery of existing programs, the proposers must submit a prospectus to the Chair of The Graduate Council via email. The prospectus intends to alert other academic units of potential programs under development, so the prospectus should be submitted in the initial stages of program development.

After the prospectus has been approved by the respective Academic College Graduate Education Committee (ACGEC) member of the submitting college and reviewed by the Chair of the Graduate Council, it will be forwarded to the appropriate graduate council committee. The Appropriate Graduate Committee (AGC) within the Graduate Council members have 30 days following the distribution of the prospectus to submit feedback to the Council during its regular meeting.

If the proposal is to offer a graduate program online through World Campus, proposers are encouraged to consult with the Dean of Graduate Studies Campus early in the process, shortly after the prospectus is submitted.

All graduate program and course proposals undergo program-specific and college-specific curricular reviews before official submission for Graduate Council review. The graduate program head (Coordinator, Chairperson, or Dean) and the college's/school's administrator for graduate education can provide information regarding the required procedures for a specific unit.

The Graduate School offers proposers the opportunity to consult with the Dean of Graduate Studies before official submission for Graduate Council curricular review. We recommend taking advantage of this opportunity as early as possible and encouraging consultation at the conceptual stage of program development and review of initial proposal drafts.

#### Guidelines for the Preparation of Graduate Program Proposal Documents

Official submission of graduate program and course proposals is encouraged throughout the calendar year. The Graduate Council Joint Curricular Committee does not meet in June, July, or August. The September meeting agenda will include complete proposals officially submitted during the late spring or summer.

#### Graduate Program Proposals: The Graduate Council Curricular Review Process

Graduate program proposals for Graduate Council curricular review are submitted by email. Proposals for new and dual-title graduate programs require a Graduate Program Cost Analysis form. This form can be requested from the Dean of Graduate Studies office. Completed cost analysis forms should be submitted. The Graduate Studies office must review and sign off the cost analysis form before the proposal can be added to the next Joint Curricular Committee agenda.

The Graduate Council Joint Curricular Committee reviews graduate program proposals at monthly meetings throughout the academic year. After a proposal has been submitted for Graduate Council curricular review:

- Complete proposals are placed on the agenda for the next meeting of the Joint Curricular Committee. Incomplete proposals may be returned to proposers by the Office of the Dean of Graduate Studies or held until all required information is submitted.
- After each Joint Curricular Committee meeting, formal minutes from the meeting are prepared and reviewed at multiple levels to ensure thoroughness and accuracy. These minutes contain extensive, complex comments, revisions, and queries about the proposals that provide meaningful feedback to proposers. The Graduate Studies Office makes every effort to expedite the preparation and review of this feedback. Still, this feedback cannot be distributed to proposers until the meeting minutes have received final approval from the Committee chairs.
- After the minutes have been finalized, relevant feedback for each program proposal is emailed to the proposer author.

After the Joint Curricular Committee approves, the proposal is published in the Graduate Council Curriculum Report. A 30-day comment period begins on the date of publication of the Graduate Council Curriculum Report. After the comment period ends, information about major program changes, such as all new and dropped graduate programs, degrees, options, and minors, is forwarded by the Dean of Graduate Studies to the Provost and Vice President for Academic Affairs for sign-off.

If a program proposal must be sent to the Provost and Vice President for Academic Affairs, the earliest a program can be effective is the semester after the provost signs off. If a program proposal does not need to be sent to the Provost and Vice President for Academic Affairs, the earliest a program can be effective is the semester after the expiration of the 30-day comment period following its publication in the Graduate Council Curriculum Report. Some types of program proposals, such as new degree types not previously offered by the University or changing the name of an existing graduate program, may require additional time to be made effective due to the systematic updates necessary to implement the change.

For innovative programs and all other program proposals that need to be sent to the Provost and Vice President for Academic Affairs, it will take a minimum of 8-10 weeks after the proposal is approved by the Graduate Council Joint Curricular Committee to be signed off by the Provost and Vice President for Academic Affairs. After approval by the Graduate Council Joint Curricular Committee, the program proposal must still be published in the Graduate Council Curriculum Report, undergo a 30-day comment period, and be reviewed by the Provost and Vice President for Academic Affairs. This is the absolute minimum

period for final approval, and actual approval time can vary widely depending on the type of proposal. The Graduate Council and the Graduate Studies Office cannot guarantee final approval by a specific date since all post-publication steps are beyond its purview.

#### [Graduate Course Proposals: The Graduate Council Curricular Review Process](#)

Graduate course proposals are submitted via email, and all consultation on each course proposal must be obtained via email. No hardcopy submission of graduate course proposals is required at any point in the Graduate Council curricular review process.

After a course proposal has been approved through the program-specific and college-specific curricular reviews and reviewed by the Dean of Graduate Studies, it will be included on the next meeting agenda of the Graduate Council Joint Curricular Committee.

After each Joint Curricular Committee meeting, formal minutes from the meeting are prepared and reviewed at multiple levels to ensure thoroughness and accuracy. These minutes contain extensive, complex comments, revisions, and queries about the proposals that provide meaningful feedback to proposers. The Graduate Studies Office makes every effort to expedite the preparation and review of this feedback, but this feedback can only be distributed to proposers once the meeting minutes have received final approval from the Graduate Council Chair.

After the minutes have been finalized, relevant feedback is entered directly into the course proposal and sent back to the College Dean or Department Chair where it originated. The proposer's response via email is required.

Some course change proposals and all courses drop proposals undergo expedited review on behalf of the Graduate Council Joint Curricular Committee. The timing of this review is not dependent upon the monthly meeting dates of the Graduate Council. However, any issues or concerns about these proposals may be forwarded to the Dean of Graduate Studies for full review.

After approval by the Graduate Council Joint Curricular Committee, course proposals are published in the Graduate Council Curriculum Report; a 30-day comment period follows publication. New courses are effective the semester following the expiration of the comment period, i.e., the beginning of Fall or Spring) respectively.

#### [Major Graduate Procedures and Policies](#)

The Graduate Council at Fort Valley State University assists in evaluating graduate programs by participating in or conducting periodic reviews; advises on policy matters related to the well-being of graduate education; advises concerning University-wide admissions and degree requirements. Thus, a significant and critical need exists to develop and implement processes, procedures, and policies to accommodate contingencies. At this point, the following proposed policies and procedures need to be addressed for implementation:

##### [The establishment of a Graduate Admissions Committee.](#)

Although the following recommendation will vary for each program based upon the size, number of professors, etc., each program shall establish a committee composed of three (3) faculty members within or closely related programs to review and recommend the admission of all applicants. The committee's recommendation shall be forwarded to the Department Chair or Program Coordinator as the case may be, and both the committee's and Chair's or Coordinator's recommendation shall be forwarded to the Dean of Graduate for approval. If the committee's recommendation and Chair or Coordinator differs, the Chair or Coordinator must provide a formal written explanation of the different points of view. To equitably accomplish the task of admitting graduate students, each Program shall develop a set of rubrics based on its admission criteria. Adherence to the prescribed rubrics and criteria is imperative to maintain Program integrity and uniformity. [Criteria will appear here]

##### [The Establishment of Graduate Academic Appeals/Readmission Committee.](#)

This committee shall comprise at least three graduate faculty members representing programs. The committee members will serve two years to alternate programs from which members originate to give equal

representation to all programs. The role of this committee is to review appeals/readmissions and provide recommendations to the Dean of Graduate Studies\*.

\*The Dean of Graduate Studies shall decide on grade appeals and readmissions after reviewing the appeal statement and decisions of the coordinator, chair, and graduate council committee.

### Procedures Governing Appeals by Graduate Students on Academic Matters

#### Appellate Procedures

Student appeals on academic matters are governed by policies established by the Board of Regents of the University System of Georgia. Fort Valley State University has established appellate procedures consistent with Board policy. This document clarifies those procedures as they apply to graduate students. Nothing in this document may supersede current or future Board of Regents policies. Appeals must follow the procedures established in the Department/Program and the Office of Graduate Studies and Extended Education. The Office of Graduate Studies will only hear an appeal by a student if that student has exhausted the appellate procedure of the Department or Program and the Graduate Appeals/Readmissions Committee.

#### Statute of Limitations

The statute of limitations applies to all appeals.

Grade appeals must be initiated within ten working days of the next semester following the semester in which the student received the disputed grade.



## Appendix 6: Sexual Harassment Policy

It is the policy of Fort Valley State University that all employees and students be able to work in an environment free from all forms of discrimination, including sexual harassment. Sexual harassment refers to behavior, either direct or indirect, which is not welcome, which personally offends, which debilitates morale, and which therefore interferes with the University's mission and its effectiveness. Sexual harassment includes behavior that may not be considered overtly sexual. Federal law prohibits sexual harassment under Title VII of the 1964 Civil Rights Act. The existing BOR policy states "that it shall be an unlawful discriminatory practice for any employer, because of sex of any person, to discharge without cause, to refuse to hire, or otherwise discriminate against any person with respect to any matter directly or indirectly related to employment or academic standing." Sexual harassment, whether it be by peers, by persons in authority, or by students to faculty, violates federal law and Board policy. It is the intent of these policies to include sexual harassment by peers.

Some examples of relations to which harassment policies apply are as follows:

- Faculty-faculty
- Staff-staff
- Student-student

Additional examples of relations to which harassment policies apply and that involve sexual harassment by persons in authority include:

- Faculty-student
- Faculty-staff
- Graduate student-undergraduate student
- Supervisor-subordinate

Sexual harassment of faculty by students is covered by these policies if it interferes with the faculty member's work or creates an intimidating, hostile or offensive working environment. Consenting sexual relationships between faculty and students, or between supervisors and subordinates, are actively discouraged and may be deemed sexual harassment.

### Definition

Sexual harassment of employees or students of Fort Valley State University is prohibited and shall subject the offender to dismissal or other sanctions after compliance with procedural due process requirements. According to the Equal Employment Opportunity Commission (1984) guidelines, unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when:

- Submission to such conduct is made explicitly or implicitly a term or condition of an individual's employment or academic standing; or
- Submission to or rejection of such conduct by an individual is used as a basis for employment or academic decisions affecting an individual; or
- Such conduct unreasonably interferes with an individual's work or academic performance or creates an intimidating, hostile or offensive working or academic environment.

### Consensual Relationships

All employees and students of Fort Valley State University should realize that sexual harassment most frequently occurs when one person has some power or authority over another. The relationship between a faculty member and a student should be considered one of professional and client in which sexual liaisons, even consenting liaisons, are inappropriate because they threaten the intellectual dependence and trust that underscore the teacher/student bond. Likewise, the relationship between supervisor and subordinate must be a professional one free from sexual involvement.

Although the policy of Fort Valley State University does not expressly forbid consenting sexual relationships, such relationship is strongly discouraged, and all personnel are cautioned that persons entering into such



relationships do place themselves in danger of subsequent charges or sexual harassment that would be most difficult to dispute.

Considering the above, Fort Valley State University strongly discourages consenting sexual relationships between faculty and students and supervisors or faculty who engage in such relationships must remove themselves from any decision-making activities regarding their consenting partner.

#### [President's Statement on Sexual Harassment](#)

The Fort Valley State University is committed to maintaining a working environment free of objectionable and disrespectful conduct and communication of sexual nature, especially when such conduct is imposed by one on another and adversely affects a member of this institution's employment environment. Sexual harassment subverts the mission of the University and is viewed as a violation of Title VII and Title IX of the 1964 Civil Rights Act. Sexual harassment will not be tolerated by the University. Sexual harassment in any context is reprehensible and is a matter of particular concern to the academic community in which students, faculty, and staff are related by strong bonds of intellectual dependence and trust.



## Appendix 7: Non-Retaliation/Non-Retribution Policy

### Background & Purpose:

- Fort Valley State University has implemented a compliance program that promotes the highest standard of ethical and legal conduct. Standards of conduct and procedures for faculty members, and staff and students are implemented to guide this effort.
- Fort Valley State University believes that positive employee relations and morale can be best achieved and maintained in a working environment that promotes ongoing open communication between supervisors and their employees. Open and candid discussions of employee problems and concerns are encouraged.
- Fort Valley State University believes employees and students should be able to express their problems, concerns, and opinions on any issue and feel that their views are important. To that end, a policy that will encourage employees to communicate problems, concerns, and opinions without fear of retaliation or retribution will be implemented.

### The Policy:

- All employees and/or students are responsible for promptly reporting actual or potential wrongdoing, including actual or potential violation of law, regulation, policy, or procedure.
- The Office of Institutional Compliance will maintain an “open door policy” to allow individuals to report problems and concerns.
- The Office of Institutional Compliance will act upon the concern promptly and in the appropriate manner.
- The Compliance and Ethics Hotline (877) 516-3430 is designed to permit individuals to call, anonymously or in confidence, to report unethical conduct, fraud, waste, abuse or personnel problems and concerns. The Compliance and Ethics Hotline can also be reached on the internet through a link at [fvsu.alertline.com/gcs/issue](http://fvsu.alertline.com/gcs/issue). The complainant can also follow-up on his/her report through internet at [fvsu.alertline.com/gcs/followup](http://fvsu.alertline.com/gcs/followup)
- Employees and/or students who report concerns in good faith will not be subjected to retaliation, retribution, or harassment.
- No employee is permitted to engage in retaliation, retribution, or any form of harassment against another employee and/or student for reporting compliance-related concerns. Any retribution, retaliation, or harassment will be met with disciplinary action.
- Employees cannot exempt themselves from the consequences of wrongdoing by self-reporting, although self-reporting may be taken into account in determining the appropriate course of action.

### Compliance & Ethics Procedures

- Knowledge of actual or potential wrongdoing, misconduct, or violations of the Compliance plan must be reported immediately to management, the Office of Internal Audit and Institutional Compliance, or the Compliance Hotline.
- All managers must maintain an open-door policy and take aggressive measures to assure their staff that the system truly encourages their reporting of problems and that there will be no retaliation, retribution, or harassment for doing so.
- Departmental administrators must provide a copy of this policy to all employees.
- A copy of the policy must be posted in every department/division.
- If employees and/or students have concerns, they should be addressed in the following order:
  - Immediate Supervisor
  - Department Manager
  - Department Head/Director
- If an employee and/or students feels uncomfortable with the above, the employee and/or student should report concerns directly to the hotline Office of Internal Audit & Institutional Compliance.
- All concerns will be investigated within 30 days.
- Confidentiality regarding employee and/or student concerns and problems will be always maintained insofar as legally and practically possible. Only those personnel who have a need to know will have access to personal information.

Approved by the President's Cabinet on March 25, 2014.

## Appendix 8: Formation of Grievance Pools

A grievance hearing will be heard by a five-member grievance panel to be selected from the appropriate Grievance Pools. Membership of the Grievance Pools will be determined as follows:

### A) Grievance Pool

The Grievance Pool will consist of all eligible administrative and teaching faculty. Any regular, full-time administrative or teaching faculty member at FVSU (except as noted below) is eligible for inclusion in the Administrative Faculty Grievance Pool or Teaching Faculty Grievance Pool, respectively. These pools will be based on the following categories:

- Administrative Faculty: Persons who are identified as members of the President's Cabinet, Deans, Directors, Department Heads or other individuals with administrative faculty-status.
- Teaching Faculty: Teaching faculty holding non-administrative positions.

### B) Employees Not Eligible for Inclusion in a Grievance Pool.

The following people are not eligible for inclusion in a Grievance Pool and therefore cannot serve on a Grievance Panel:

- The Provost, Vice Presidents and President will not be included in the Grievance Pool because these Offices may be involved at other levels in resolving a campus grievance.
- The Chief Compliance Officer, EEO and ADA officers as Resource Officials.
- Principals involved in the grievance including any administrative faculty who have been in the line of appeal.
- Any faculty member who may be called to testify on behalf of the Complainant or Respondent(s).
- Any administrative or teaching faculty member currently serving on another Grievance Panel (i.e., a person may serve on only one panel at a time).
- Current members of the Grievance Oversight Committee

Any questions regarding a person's eligibility for membership on the Grievance Panel will be resolved by the Chair of Grievance Oversight Committee. Individuals selected as members of the Grievance Panel who believe their impartiality or ability to render an objective judgment might be in question may ask to be excused from service. In addition, persons may be excused from service because of illness, scheduled travel, or other acceptable circumstances that in the sole discretion of the Chair of Grievance Oversight Committee would delay completion of the process.



## Appendix 9: 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,
- 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:

An 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 six (6)-month 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 based on 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

An 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 found at [www.usg.edu/hr/manual/grievance\\_policy/](http://www.usg.edu/hr/manual/grievance_policy/)
- Human Resources Administrative Practice Manual: Employment: Dismissal, Demotions, or Suspensions found at [www.usg.edu/hr/manual/dismissal\\_demotions\\_or\\_suspensions](http://www.usg.edu/hr/manual/dismissal_demotions_or_suspensions)

Notwithstanding any other provisions stated in this policy, faculty members subject to dismissal prior to the end of his/her contract period shall also be afforded the procedural protections as outlined in Board of Regents policy manual 8.3.9. [www.usg.edu/policymanual/section8/C245/](http://www.usg.edu/policymanual/section8/C245/). Faculty members with concerns relative to academic freedom or promotion and tenure denials are afforded the procedural protections as outlined in the Faculty Handbook. Full-time faculty members subject to non-renewal at the end of a contract period, after receiving the requisite notice, shall be entitled to the procedural protections of a face-to-face meeting with the Provost. If the faculty member wishes to further appeal the decision, s/he may submit his or her concerns in writing within five (5) working days following the meeting with the Provost to the Chief Human Resources Officer. A non-oral review of the non-renewal decision will be conducted by the Chief Human Resources Officer and the Chief Compliance Officer. They will then, within ten (10) working days after the receipt of such appeal, collectively submit their recommendation(s) to the faculty member and the President. In making his/her decision, the President will not be bound by the recommendation(s). The President should, within ten (10) working days after the receipt of such recommendation(s), advise the faculty member in writing of his/her decision, or the President may refer the matter back for further response and recommendation(s) before rendering his or her final decision. Should the President, in his/her discretion, decide to meet face-to-face with the faculty member, the timeline to respond in writing will be tolled until after the meeting has taken place. The employee should also be advised by the President in writing of his or her right to apply to the Board of Regents Office of Legal Affairs for a discretionary review of the President's decision.

#### [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  
[www.usg.edu/hr/manual/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 Fort Valley 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, 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. "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" is the Chief Human Resources Officer and charged with assisting employees with conflict at all levels of the institution. 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 shall be referred to the Chief Compliance Officer and will be investigated in accordance with university procedures. All employees shall receive fair and equitable treatment at Fort Valley State University.

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 Fort Valley State University 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 shall meet with the employee and the supervisor and others as appropriate, to resolve the informal dispute.
- If the dispute involves accusations or appearances of discrimination the dispute resolution coordinator will immediately contact the Chief Compliance 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. Fort Valley State University may consult with the University System of Georgia when selecting a trained mediator.

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 a 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. 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 Chief Human Resources Officer serves as the grievance coordinator and has the responsibility of managing the expeditious and fair resolution of grievance hearings. The main role of the Chief Human Resources Officer 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 Chief Human Resources Officer will immediately contact the Chief Compliance Officer. If the conflict involves human resources personnel, then the Chief Legal Officer shall facilitate the grievance process in the place of the Chief Human Resources Officer.

The request for a grievance hearing must be filed with the Chief Human Resources Officer within twenty (20) 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 Chief Human Resources will rule on whether the employee had good cause for filing the grievance late. Fort Valley State University encourages the use of our informal procedures as a means of resolving conflict. Therefore, the Chief Human Resources Officer 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 to informally resolve the dispute, the Chief Human Resources will extend the time for the submission of the written grievance request up to twenty (20) 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 (or other such writing that substantially responds to the bullet points below) 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 Chief Human Resources Officer, 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 Chief Human Resources Officer shall determine and respond in writing to the complainant as to whether the grievance is eligible for review by the grievance panel.

- The Chief Human Resources Officer 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 Chief Human Resources Officer will inform the complainant in writing. The complainant may then request a review by the Chief of Staff. If the Chief of Staff upholds the original decision of the Chief Human Resources Officer, the complainant and other involved participants will be notified, and reasons given. If the Chief of Staff decides the grievance should be heard, 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 a six (6)-member faculty contingent appointed by the president, in consult with the provost, and charged with hearing faculty grievances. There will also be a six (6)-member staff grievance contingent appointed by the president to hear staff grievances. The Chief Human Resources Officer and Chief Legal Officer 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 Council and the Chief Human Resources Officer. 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 Chief Human Resources Officer and Chief Legal Officer for orientation and training.

#### Eligibility of Service to the University Grievance Committee

All regular employees with at least three (3) years of continuous service at Fort Valley State University are potential University Grievance Committee members. In addition, faculty members should be tenured. No untenured faculty member can hear a grievance involving a tenured faculty member in his/her department or college. No Employees' names shall be removed from the pool if an employee is a grievant, or an employee is named or otherwise directly involved in an ongoing grievance.



### Procedures 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 two (2) committee members. If the grievance is between employees with faculty status, then all three members shall be chosen from the faculty contingent. If the grievance is between non-faculty staff then all three members shall be chosen from the staff contingent. If the grievance is between faculty and staff, then two from faculty (inclusive of the faculty co-chair) and one from the staff contingent shall be chosen.

At least one non-voting ex-officio member (i.e., Chief Human Resources Officer or Chief Legal Officer) shall be chosen by the grievance panel chair to be present during the hearing. If an outside attorney is involved in the hearing, both the Chief Human Resources Officer will be present as the institutional representative and the Chief Legal Officer will be present to oversee the integrity of the process.

### 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, emailed, and/or mailed 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 Chief Human Resources Officer or Chief Legal Officer, in concert with the grievance panel chair, will 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 five (5) 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. A party can make no more than two (2) challenges to panel members.

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. If a party requests the grievance panel chair is removed, the Chief Human Resources Officer will review this request and, if granted, the University Grievance Committee will appoint a new chair for the hearing. 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, Chief Human Resources Officer or Chief Legal Officer 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 following procedural rules should be observed by the Grievance Committee in hearing complaints of faculty and staff. These hearing procedures shall be adhered to for all procedural protections as afforded by all applicable Board of Regents of the University System of Georgia and Fort Valley State University policies.

- The grievance hearing shall be conducted in a confidential setting, and confidentiality of the hearing shall be preserved by the grievance hearing panel members, as applicable pursuant to Georgia open meetings and open records laws.
- 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 advisor may address the grievance hearing chair, but may not address the other parties or grievance hearing panel members. The Chief Human Resources Officer or Chief Legal Officer may assist the grievance hearing chair as needed.
- The hearing shall be recorded or alternatively a written transcript created. The Office of Human Resources shall supply the tapes and recorders for the hearing. The tape recordings of the shall be kept within a secured area in the human resources office and will be available to the parties concerned at a reasonable cost.
- An oath or affirmation shall be administered to all witnesses by any person authorized by the State of Georgia to administer oaths.
- 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, 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.
- The hearing shall be investigative in nature and shall not be viewed as or conducted under the rules of evidence or procedures applicable to evidentiary or adversarial hearings. The hearing panel may receive any evidence deemed by the Chair to be of potential value in determining the issues involved. The Chair, in consult with the Chief Legal Officer as necessary, shall decide all questions of the admissibility of evidence or other procedural matters.
- The hearing should only last one session (day). It shall be at the discretion of the grievance hearing chair to reconvene the hearing if another session is needed.
- All persons involved should avoid public statements and publicity about the hearing process.
- The panel should complete the hearing and transmit its recommendations to the President within thirty days after the grievance is filed.

### Results of the Hearing

The panel should complete its report within ten (10) working days after the grievance is filed. The Chair should send copies of the report to the President, the parties, Chief Human Resources Officer, and Chief Legal Officer. The panel may discuss the appropriateness of potential recommendations with the Chief Legal Officer, which shall be advisory only, and shall in no way commit the panel to any suggested course of action.

### Grievance Panel Recommendations to the President

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

In making his/her decision, the President will not be bound by the findings of the Grievance Committee. The President should, within ten (10) working days after the receipt of such written notification of the recommendation(s) of the Grievance Committee, advise the faculty member or staff member, Chief Human Resources Officer and Chief Legal Officer, and other applicable parties concerned in writing of his/her decision, or the President may refer the matter back to the Chair of the Grievance Committee for further response and recommendation(s) before rendering his or her final decision.

The employee should also be advised by the President in writing of his or her right to apply to the Board of Regents Office of Legal Affairs for a discretionary review of the President's decision.

### 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.

### Prohibition of Retaliatory Action

No participant shall be harassed, intimidated, or otherwise penalized for involvement in the grievance procedures.

## EQUAL OPPORTUNITY/AFFIRMATIVE ACTION

It is the policy of Fort Valley State University to provide affirmative action and equal opportunity for all employees, students and applicants for employment or admission without regard to race, color, sex, sexual orientation, age, religion, national origin or disability or veteran status.

Fort Valley State University does not discriminate against any employee or applicant for employment with regard to any opportunity for which the employee is qualified. For additional information or to file a complaint under the provisions of this policy, employees and applicants should contact the Equal Opportunity (EOO) Office, Huntington Hall, Suite 219. Every member of the Fort Valley State University community is expected to uphold this policy as a matter of mutual respect and fundamental fairness in human relations. All members of the faculty, staff, and student body are expected to ensure that nondiscriminatory practices are followed at the University.

Fort Valley State University is committed to a policy that ensures the fulfillment of equal opportunity without unlawful discrimination for all applicants for employment, employees, and students. This policy is administered without regard to race, creed, color, sex, national origin, religion, age, veteran status, or disability. The university complies with the requirements of Title VI and Title VII of the Civil Rights Act of 1964, as amended, the Age Discrimination in Employment Act of 1967, as amended, Executive Order 11246, as amended, the Vietnam Era Veteran's Readjustment Act of 1974, as amended, Section 504 of the Rehabilitation Act of 1973, as amended, the Americans With Disabilities Act of 1990 (Title II), as amended, the Lilly Ledbetter Fair Pay Act of 2009 and the Georgia Fair Employment Act of 1978, as amended. In addition, FVSU has implemented an internal policy which prohibits discrimination on the basis of sexual orientation. Genetic Information Nondiscrimination Act of 2008, and their implementing and supplemental regulations, save for any Eleventh Amendment legislative and/or judicial interpretations to the contrary.

Faculty, staff and students who feel that any of their rights under these regulations have been violated are entitled to request a review of the matter. Any complaints dealing with any type of discrimination should be addressed to the University's Equal Opportunity Officer (EOO). The procedures for seeking redress under these regulations are as follows:

### COMPLAINT PROCESS

- If at all possible, the person should first make an attempt to consult and work with the individual involved to resolve the matter.
- If the person cannot obtain satisfactory results from such a conference, s/he must file a complaint within 20 (twenty) working days in writing with the EOO. This timeframe can be extended or waived by the EOO for good cause shown.
- In situations involving faculty or staff, the EOO will first engage the Director of Human Resources or his/her designee to investigate the complaint (if this has not already occurred) and issue a recommendation. In situations involving a student, the EOO will first engage the Vice President of Student Success or his/her designee to investigate the complaint (if this has not already occurred) and issue a recommendation or decision.

- If the recommendation or decision is not satisfactory to one or more of the parties, s/he must notify the EOO in writing within five (5) working days. This timeframe can be extended or waived by the EOO for good cause shown.
- The EOO will then render a decision on the matter within five (5) working days. The EOO will provide a rationale for the decision.
- If either party is dissatisfied with the decision of the EOO, the party can request in writing, within five (5) business days of receiving the decision of the EOO, that the President of Fort Valley State University review the matter. S/he will inform the parties in writing of his/her decision, and the decision will be final at the institution level. The decision will be in writing, typically within ten (10) days from the date of receipt of the appeal.
- Either party may appeal the decision of the Fort Valley State University President to the Board of Regents Office of Legal Affairs. In accordance with University System of Georgia Board of Regents Policy 8.6, the appeal must be presented in writing to the Office of Legal Affairs within 20 calendar days after the decision of the president.



## Appendix 10: Fort Valley State University Emeritus/Emerita Policy

*(Approved by the FVSU Faculty Senate—5/1/2017)*

### Title of Emeritus/Emerita

Per the Board of Regents (BoR) Policy Manual in 2.11 Title of Emeritus or Emerita, the title of President Emeritus or President Emerita may be conferred only by the Board of Regents (BoR) on the recommendation of the Chancellor. A President of a University System of Georgia (USG) institution may, at his or her discretion, confer the title of emeritus or emerita on any retired faculty member or administrative officer who, at the time of retirement, had ten or more years of honorable and distinguished USG service.

### Professor Emeritus/Emerita

#### Eligibility

The Professor Emeritus/Emerita title is the most distinguished professional status accorded a retiring faculty member. The Professor Emeritus/Emerita status is meritorious; the award seeks the person and not vice versa. In short, it is not perfunctorily accorded. To be eligible for the status of Professor Emeritus/Emerita, a full-time faculty member who is retiring, or is pre-deceased, at the rank of professor, and who meets the following minimum criteria, may be eligible for consideration of this award.

#### Criteria

To merit the rank of Professor Emeritus/Emerita, the faculty member must have provided exemplary and/or distinguished contributions to the University community over a minimum period of 10 years through teaching, scholarship, and service commensurate with the mission of the University.

**Teaching:** The faculty member must be generally recognized as an outstanding educator who has consistently provided students rigorous academic experiences, developed their critical thinking skills, and imparted to student's current knowledge of his/her field of endeavor. The faculty member should be known for demonstrating a holistic concern for students' academic success and personal growth.

**Scholarship:** The faculty member must have consistently made noteworthy contributions to his or her academic discipline(s) through scholarly works. The nature of the scholarship should be consistent with the established standards of the faculty member's discipline. In the time since the rank of full professor was achieved, the faculty member's scholarly productivity should have remained at least comparable to the College or University's minimum threshold for granting the rank of full professor.

**Service:** The faculty member must have established a record of distinguished and sustained service to the institution, the profession, and the national/local community. This should include leadership roles on campus, in professional organizations or with external community boards and agencies.

**Mission:** The faculty member should have demonstrated collegiality and on-going support of campus activities and events. Evidence of such support should include, but not be limited to, the inclusion of ethical issues in courses taught, presence at campus assemblies, student events, athletics events or similar events and activities.

#### Process

Candidates for the rank of Professor Emeritus/Emerita may be nominated by another individual or may self-nominate themselves. Nominations must be submitted to the Provost and Vice President for Academic Affairs Office within one calendar year of the candidate's official retirement date.

The Provost and Vice President for Academic Affairs must request the candidate to assemble a dossier containing a curriculum vitae, a summary of how the candidate's credentials meet the criteria outlined above, and any other supporting documentation that would assist in the evaluation process. The dossier should be forwarded to the Dean of the College or Academic unit within 10 business days.

After evaluating the dossier, the Dean shall prepare a recommendation regarding the faculty member's candidacy within 15 business days after receiving the dossier. The dossier and dean's letter shall be forwarded to the Provost and Vice President for Academic Affairs, who may confer with his/her academic leadership team, before submitting a recommendation to the President within five business days after receiving the information from the dean.

The President's decision will be made within 10 business days after receiving information from the Provost and Vice President for Academic Affairs and shall notify candidates of the decision. Emeritus or Emerita status will be conferred at the spring commencement.

#### Benefits of Professor Emeritus/Emerita Status

Professor Emeritus/Emerita will be granted the following benefits at FVSU, subject to availability of funds:

- A complimentary annual parking decal
- Ongoing access to his/her assigned FVSU email account.
- The privilege of participating in academic procession at commencement, Founders' Day and other appropriate academic occasions
- The listing of their names in each publication of the University Catalog and online directory
- Access to a shared office space equipped with a computer, phone, and printer.

Professor Emeritus/Emerita status also allows the possibility of a continued relationship with FVSU in some capacity upon mutual agreement with the Dean of the faculty member's former academic college or academic unit and the Provost and Vice President for Academic Affairs. The Professor Emeritus/Emerita may conduct workshops, provide lectures, mentor students and faculty, counsel others and fill other duties according to the faculty member's talents and skillsets.

#### Administrator Emeritus/Emerita

##### Eligibility

The Administrator Emeritus/Emerita is the most distinguished professional status accorded a retiring FVSU administrator (e.g., dean, vice president, etc.). The Administrator Emeritus/Emerita status is meritorious; the award seeks the person and not vice versa. In short, it is not perfunctorily accorded. To be eligible for the status of Administrator Emeritus/Emerita, a full-time administrator who is retiring, or is pre-deceased, and who meets the following minimum criteria may be eligible for consideration of this award.

##### Criteria

The Administrator Emeritus/Emerita status is the highest ideals of the University. To merit this rank, the administrator must have provided exemplary and/or distinguished contributions to the University community over a minimum period of 10 years through leadership and service, commensurate with the mission of the University.

**Leadership:** The administrator must have made an impact on the legacy of excellence at FVSU through his/her actions, be that decision-making, negotiations, fundraising, or the like. The administrator's contributions are of such a level that it is perceived within the University community that the life and experiences of FVSU students, faculty and staff have been substantially enhanced owing to the administrator's efforts.

**Service:** The administrator should have established a record of distinguished and sustained service to the institution, one's profession, and the national/local community. This should include leadership roles on campus, in professional organizations, or with external community boards and agencies.

**Mission:** The administrator should have demonstrated collegiality and on-going support of campus activities and events. Evidence of such support could include, but is not limited to, adherence to acceptable moral and ethical standing in administrative decision making, and support of and presence at campus assemblies, student events, athletics events, or similar events and activities.

##### Process

Candidates for the title of Administrator Emeritus/Emerita may be nominated by another individual or may self-nominate themselves. Nominations are to be submitted to the Office of the President within one calendar year of the candidate's official retirement date.

The Office of the President will request the candidate to assemble a dossier containing the individual's curriculum vitae, a brief summary of how the candidate's credentials meet the criteria outlined above, and

any other supporting documentation that would assist in the evaluation process. The dossier should be forwarded to the Office of the President within 10 business days.

After evaluating the dossier, the Office of the President will prepare a recommendation for the President's Cabinet. By March 1, the dossier and Council's letter of endorsement shall be forwarded to the President who may confer with others prior to making a decision.

The President's decision will be made within 10 business days after receiving information from the Cabinet and shall notify candidates of the decision. Administrator Emeritus/Emerita status will be conferred at the spring commencement.

#### Benefits of Administrator Emeritus/Emerita Status

Administrator Emeritus/Emerita will be granted the following benefits at FVSU, subject to funds availability:

- A complimentary annual parking decal.
- Ongoing access to his/her assigned FVSU email account.
- The privilege of participating in academic procession at commencement, Founders' Day, and other appropriate academic occasions
- The listing of their names in each publication of the University Catalog and online directory
- Access to a shared office space equipped with a computer, phone and printer.

Administrator Emeritus/Emerita status also allows the possibility of a continued relationship with the University in some role depending upon mutual agreement with the President.

Presented 4/27/17

Approved 5/1/17





**FORT VALLEY  
STATE UNIVERSITY**

# REFERENCES



## REFERENCES

1. Fort Valley State University. (2018). Graduate Council Constitution and By-Laws. Accessed September 23, 2022.
2. Fort Valley State University. (2006). Graduate Council Constitution and By-Laws. Accessed June 20, 2022.
3. Fort Valley State University (2016-2017). Faculty Handbook. Accessed March 5, 2023.
4. Ohio University (2022). Graduate Council. <https://www.ohio.edu/graduate/staff/graduate-council>. Accessed September 25, 2022.
5. Robert's Rules of Order – Summary Version. <https://www.robertsrules.org/indexprint.html>. Accessed March 5, 2023.
6. The University of Georgia Graduate School. (2022). Graduate Council Procedures. <https://grad.uga.edu/graduate-bulletin/graduate-council/graduate-council-schedule/>. Accessed October 17, 2022.
7. University of Maryland East Shore. Graduate Studies Council (2021). [https://sc.edu/study/colleges\\_schools/graduate\\_school/for-faculty\\_staff/graduate\\_council/index.php](https://sc.edu/study/colleges_schools/graduate_school/for-faculty_staff/graduate_council/index.php). Accessed October 5, 2022.
8. The University of Pennsylvania Graduate School. (2021). Graduate Council. <https://provost.upenn.edu/graduate-council-faculties>. Accessed September 17, 2022.
9. University of South Carolina (2023). Academic bulletins. <https://academicbulletins.sc.edu/graduate/policies-regulations/graduate-academic-regulations/#text>. Accessed March 14, 2023
10. University of South Carolina Graduate School. [https://sc.edu/study/colleges\\_schools/graduate\\_school/for-faculty\\_staff/graduate\\_council/in-depth](https://sc.edu/study/colleges_schools/graduate_school/for-faculty_staff/graduate_council/in-depth). Accessed July 12, 2022.
11. West Virginia University Graduate Council Bylaws. (2022). <https://graduateeducation.wvu.edu/graduate-council/graduate-council-information/graduate-council-bylaws>. Accessed October 17, 2022.





**FORT VALLEY  
STATE UNIVERSITY**

# INDEX

## INDEX

## A

Academic Accomplishments, 192  
 Academic Advising, 14  
 Academic Affairs, 3, 11, 13, 14, 16, 17, 18, 21, 26, 27, 28, 30, 31, 34, 36, 37, 40, 42, 43, 44, 45, 48, 51, 52, 57, 62, 63, 66, 67, 68, 72, 73, 78, 79, 80, 81, 82, 103, 104, 107, 108, 109, 111, 112, 114, 116, 118, 122, 123, 125, 127, 133, 146, 147, 151, 157, 158, 162, 165, 166, 168, 169, 172, 174, 177, 178, 194, 195  
 Academic Career, 17  
 Academic Conduct, 22  
 Academic Ethics, 22  
 Academic Excellence, 22  
 Academic Freedom, 21, 22, 26, 59, 66, 75, 160, 186  
 Academic Governance, 22  
 Academic Integrity, 23, 46, 136  
 Academic Objectives, 23  
 Academic Performance, 174, 181  
 Academic Policies, 27, 168  
 Academic Programs, 10, 13, 16, 17, 104, 124, 160  
 Academic Publications, 104  
 Academic Quality, 27  
 Academic Requirements, 88  
 Academic Research, 88  
 Academic Responsibilities, 21, 65  
 Academic Rights, 65  
 Academic Standards, 24, 173, 174  
 Academic Success, 14, 194  
 Academic Support, 14  
 Academic Year, 24, 40, 43, 57, 58, 59, 60, 72, 73, 74, 76, 82, 107, 110, 111, 112, 120, 121, 122, 123, 124, 132, 158, 159, 160, 167, 177, 178, 189  
 Accreditation Standards, 40, 42  
 Active Learning Strategies, 91  
 Administration and Leadership, 52, 56, 57, 68, 71, 73, 83, 113  
 Administrative Duties, 12, 40, 42  
 Administrative Procedures, 6, 144, 145  
 Administrative Support, 144  
 Admission Criteria, 179  
 Admission Policies, 179  
 Admission Procedures, 179  
 Admission Requirements, 179

Admissions Process, 179  
 Affirmative Action Policy, 47  
 Alcohol Policies, 47  
 Allocation of Resources, 11  
 Alternative Assignments, 11  
 Alumni Engagement, 11  
 Alumni Relations, 14, 16  
 Annual Evaluation, 126  
 Annual Performance Review, 51, 63, 67, 104, 106, 111, 112  
 Appropriate Use of Technology, 89  
 Assessment and Evaluation Methods, 89  
 Assignment Deadlines, 89  
 Assignment Guidelines, 89  
 Assignment Policies, 89  
 Assignment Submission, 89  
 Attendance Policies, 89  
 Attendance Records, 89  
 Attendance Requirements, 89  
 Attendance Tracking, 89  
 Attitude Towards Students, 89  
 Authorship Guidelines, 89  
 Award Criteria, 89  
 Award Nominations, 89  
 Award Procedures, 89

## B

Benefits Enrollment, 89  
 Benefits Package, 89  
 Bereavement Leave, 89  
 Bibliographic Information, 48  
 Board of Trustees, 48  
 Budget Allocation, 13  
 Budget Management, 13  
 Budgetary Considerations, 13  
 Building Relationships, 13  
 Bullying Prevention, 13  
 Bylaws and Policies, 121

## C

Campus Facilities, 121  
 Campus Resources, 121  
 Capstone Projects, 121  
 Career Development, 62, 78, 79

- Career Opportunities, 78
  - Career Services, 78
  - Case Studies, 78
  - Certification Programs, 78
  - Change Management, 78
  - Childcare Facilities, 78
  - Class Attendance, 47
  - Class Size Considerations, 47
  - Classroom Management, 47
  - Classroom Policies, 47
  - Clinical Practice, 47
  - Code of Conduct, 47
  - Collaboration Opportunities, 47
  - Collaboration Strategies, 47
  - Collaborative Research, 55, 70
  - College Dean, 17, 36, 80, 81
  - College Policies, 77
  - College President, 77
  - College Services, 77
  - College-wide Initiatives, 77
  - Communication Skills, 77
  - Communication Strategies, 77
  - Communication with Students, 77
  - Community Engagement, 64
  - Community Outreach*, 99
  - Community Partnerships, 99
  - Community Service, 83, 100, 113
  - Compensation Packages, 100
  - Competitive Salaries, 100
  - Complaint Procedures, 100
  - Compliance Requirements, 100
  - Comprehensive Exams, 100
  - Computer Labs, 100
  - Confidentiality Policy, 100
  - Conflict of Interest, 41, 48, 123, 157, 175, 190
  - Conflict Resolution, 6, 7, 146, 147, 185
  - Continuous Improvement, 14
  - Contract Negotiation, 145
  - Contract Renewal, 145
  - Contractual Agreements, 6, 119
  - Core Values of the University, 52, 68
  - Course Assignments, 48
  - Course Design, 48
  - Course Development, 48
  - Course Evaluations, 48
  - Course Management, 92
  - Course Materials, 92
  - Course Objectives, 48
  - Course Outcomes, 48
  - Course Planning, 48
  - Course Requirements, 48
  - Course Scheduling, 48
  - Course Syllabi, 83, 113
  - Coursework Guidelines, 113
  - COVID-19 Protocols, 113
  - Creative Works, 113
  - Criteria for Promotion, 113
  - Criteria for Tenure, 62, 78
  - Cross-disciplinary Research, 78
  - Cultural Competence, 78
  - Cultural Diversity, 78
  - Curriculum Alignment, 78
  - Curriculum Design, 78
  - Curriculum Development, 53, 54, 69
  - Curriculum Improvement, 53
  - Curriculum Innovation, 55, 70
  - Curriculum Planning, 55
  - Curriculum Review, 55
  - Curriculum Standards, 55
- D
- Data Analysis, 55
  - Data Collection, 55
  - Data Management, 55
  - Data Privacy, 55
  - Deadline Extensions, 55
  - Decision-Making Process, 55
  - Decision-Making Skills, 55
  - Degree Programs, 18, 19, 149, 166, 168, 169, 172, 174
  - Department Chair, 8, 17, 18, 52, 62, 68, 78, 79, 80, 81, 82, 84, 101, 102, 105, 107, 108, 109, 110, 116, 124, 145, 146, 173
  - Department Goals, 173
  - Department Policies, 173
  - Departmental Objectives, 173
  - Departmental Resources, 173
  - Design Thinking, 173
  - Detailed Syllabus, 173
  - Development Opportunities, 14
  - Digital Learning, 14
  - Digital Resources, 14
  - Digital Technologies, 14
  - Directives, 12, 13
  - Disability Accommodations, 13
  - Disciplinary Focus, 13

Disciplinary Procedures, 13  
 Discrimination Policies, 13  
 Diversity and Inclusion, 13  
 Diversity Initiatives, 13  
 Diversity Training, 13  
 Documentation Requirements, 13  
 Due Dates, 176  
 Due Process, 5, 84

## E

Early Dismissal, 6, 136  
 Education Research, 6  
 Educational Leadership, 6  
 Educational Technology, 6  
 Effective Communication, 6  
 Effective Feedback, 6  
 Effective Teaching, 46, 56, 71, 165  
 E-learning Platforms, 6  
 Electronic Communication, 56  
 Email Communication, 56  
 Emergency Procedures, 56  
 Emergency Response, 56  
 Employee Benefits, 56  
 Employee Handbook, 56  
 Employee Relations, 186  
 Employee Rights, 186  
 Employee Training, 16  
 Employment Contracts, 16  
 Employment Opportunities, 6, 122  
 Employment Policies, 6, 141  
 Employment Procedures, 141  
 Employment Termination, 141  
 Engagement Strategies, 141  
 English Language Proficiency, 141  
 Enrollment Management, 13, 30  
 Equal Opportunity, 141, 192  
 Equal Pay, 142  
 Ethical Conduct, 183  
 Ethical Guidelines, 183  
 Ethical Research, 183  
 Ethical Standards, 22  
 Evaluation Criteria, 87  
 Evaluation Rubric, 90, 91, 92, 93, 98  
 Evaluation Standards, 90  
 Evaluation Strategies, 90  
 Evidence of Research, 113  
 Evidence-Based Practices, 113  
 Examinations Policy, 113

Exceptional Students, 113  
 Exemplary Service, 113  
 Expectations of Faculty, 113  
 External Funding, 14, 96, 145  
 External Review, 93

## F

Facilities Utilization, 93  
 Faculty Awards, 12  
 Faculty Code of Conduct, 12  
 Faculty Collaboration, 12  
 Faculty Development, 26, 56, 71, 159  
 Faculty Diversity, 26  
 Faculty Evaluation, 8, 64, 65, 89, 101  
 Faculty Governance, 4, 21  
 Faculty Grievance, 6, 146, 184  
 Faculty Handbook, 3, 8, 52, 68, 110, 143, 165, 186,  
 198  
 Faculty Involvement, 186  
 Faculty Leave, 160  
 Faculty Mentoring, 160  
 Faculty Recruitment, 6, 117  
 Faculty Research, 168  
 Faculty Retention, 168  
 Faculty Rights, 168  
 Faculty Roles, 52, 64, 68  
 Faculty Salaries, 68  
 Faculty Standards, 68  
 Faculty Support, 68  
 Faculty Workload, 42, 110  
 Faculty Workload Adjustment, 110  
 Faculty Workload Distribution, 110  
 Faculty Workload Equity, 110  
 Faculty Workload Flexibility, 110  
 Faculty Workload Guidelines, 110  
 Faculty Workload Policies, 110  
 Faculty Workload Reduction, 110  
 Faculty Workload Reporting, 110  
 Faculty Workload Review, 110  
 Faculty Workload Satisfaction, 110  
 Faculty Workload Tracking, 110  
 Faculty Workload Transparency, 110  
 Faculty Workload Well-being, 110  
 Faculty-Student Interaction, 110  
 Family and Medical Leave, 129  
 Federal Regulations, 141  
 Feedback Mechanisms, 141  
 Financial Aid, 169

Financial Exigency, 6, 134, 135  
 Financial Management, 6  
 Financial Policies, 6  
 Flexibility in Teaching, 6  
 Flexible Scheduling, 6  
 Flexible Work Hours, 6  
 Flexible Work Policies, 6  
 Focus Groups, 6  
 Freedom of Expression, 6  
 Freedom of Speech, 6  
 Fringe Benefits, 127, 160  
 Full Professor, 60, 62, 76, 78, 117, 194  
 Full-Time Faculty, 24, 42, 186  
 Fundraising Activities, 24  
 Future Goals, 24

## G

Gender Equity, 24  
 General Education, 46, 48  
 General Faculty Meetings, 46  
 General Policies, 165  
 Global Engagement, 165  
 Goal Setting, 40, 52, 68  
 Goals and Accomplishments, 83, 113  
 Governance Structure, 113  
 Grade Disputes, 113  
 Grading Policies, 8, 45  
 Grading Scales, 45  
 Grants and Funding, 45  
 Grievance Procedures, 134, 142, 143, 146, 187,  
 190, 192  
 Grievance Resolution, 142  
 Group Work, 46  
 Guidelines for Faculty, 46

## H

Harassment Policies, 181  
 Health and Safety, 28, 29  
 Higher Education, 12, 24, 35  
 Hiring Process, 118  
 Human Resources, 15, 47, 103, 108, 109, 114, 117,  
 118, 119, 127, 141, 142, 143, 146, 147, 185, 186,  
 187, 188, 189, 190, 191, 192

## I

Initial Appointment, 60, 76, 111, 116, 124  
 Inquiry-Based Learning, 46

Institutional Goals, 28  
 Institutional Mission, 8, 51, 52, 67, 68  
 Institutional Policies, 43, 154, 160  
 Institutional Procedures, 127  
 Institutional Research, 13, 14  
 Institutional Standards, 14  
 Instructional Design, 5, 64, 69, 88, 90, 93  
 Intellectual Property, 133  
 International Students, 33

## L

Laboratory Safety, 29  
 Leadership Development, 46  
 Learning Environments, 10, 19  
 Learning Objectives, 47, 91  
 Learning Outcomes, 14, 46, 48, 91  
 Learning Resources, 34, 37, 151  
 Leave of Absence, 61, 62, 77, 118, 127, 128, 130,  
 131, 133  
 Leave Policies, 6, 127  
 Leave Requests, 129  
 Lifelong Learning, 46

## M

Maternity Leave, 129  
 Meeting Minutes, 83, 113, 178, 179  
 Mission of the University, 27, 52, 68, 182, 194, 195

## N

Non-Tenure Track, 11, 51, 72, 87, 107, 111, 112  
 Non-Traditional Students, 42, 149

## O

Online Learning, 13, 27, 28  
 Online Teaching, 28, 42  
 Open Communication, 183, 187  
 Open Door Policy, 183  
 Operational Efficiency, 23, 154  
 Organizational Leadership, 19

## P

Peer Observations, 40  
 Personal Development, 64  
 Personnel Management, 56, 71  
 Personnel Policies, 12, 124, 141  
 Policies and Procedures, 6, 123, 141, 157

Post-Tenure Review, 5, 59, 75, 79, 80, 82, 84, 85, 86, 103, 113, 114  
 Pre-Tenure Review, 60, 61, 76, 77, 104, 114  
 Problem-Solving Skills, 89  
 Professional Development, 8, 41, 94, 125, 126, 128, 133  
 Professional Ethics, 21  
 Professional Growth, 47, 67, 88  
 Professional Judgment, 22  
 Professional Organizations, 35, 38, 90, 194, 195  
 Professional Standards, 34, 46  
 Program Assessment, 53, 54, 69  
 Program Development, 177, 178  
 Program Evaluation, 83, 113  
 Program Planning, 11  
 Project Management, 99  
 Promotion Guidelines, 51, 59, 67, 75

## Q

Quality of Work, 55, 70

## R

Renewal of Contract, 121  
 Reorganization, 166, 185  
 Research Collaboration, 168  
 Research Grants, 71, 111  
 Research Opportunities, 104  
 Research Productivity, 125  
 Research Projects, 35  
 Resource Allocations, 28  
 Risk Management, 28  
 Rules and Regulations, 17, 24, 25, 26, 119

## S

Safety Policies, 29  
 Scholarly Publications, 90

Self-Evaluation, 93, 98, 101  
 Service to the University, 86  
 Sexual Harassment, 7, 142, 181, 182  
 Shared Governance, 64, 156  
 Standard Operating Procedures, 29  
 Standards of Conduct, 183  
 Strategic Initiatives, 124  
 Strategic Planning, 14, 168  
 Student Attendance, 88  
 Student Engagement, 13, 14  
 Student Evaluations, 83, 105  
 Student Feedback, 46  
 Student Learning, 10, 14, 53, 54, 69, 91  
 Student Success, 13, 14, 30, 31, 33, 64, 65, 91, 92, 94, 95, 96, 97, 99, 100, 192  
 Student Support, 168, 169

## T

Teaching Effectiveness, 53, 54, 69, 105  
 Teaching Evaluation, 90, 91, 92  
 Teaching Excellence, 124  
 Teaching Load, 4, 6, 41, 109  
 Teamwork, 55, 70  
 Tenure Evaluation, 68  
 Tenure Guidelines, 51, 67  
 Tenure Review, 51, 68  
 Tenure Track, 27, 61, 72, 77, 107, 112, 116, 118  
 Tenure-Track Faculty, 51, 59, 60, 61, 68, 72, 75, 76, 77, 79, 107, 111, 112  
 Training Programs, 29  
 Tuition Assistance, 141

## U

Undergraduate Research, 13, 152  
 Unpaid Leave, 129  
 Use of Technology, 161

**POLICY STATEMENT: SUMMER FACULTY COMPENSATION**

**Summer employment is contingent upon course enrollment.**

Faculty who are employed on an academic year contract or who are employed part-time will be compensated for employment during the summer term provided their assigned courses meet the enrollment targets.

Faculty who are employed on a fiscal year contract (12 month) will assume their teaching assignments under their annual contract with no additional compensation.

Summer School Agreements will be issued by the Office of the Provost and Vice President of Academic Affairs in accordance with the Compensation Policy stated below.

Faculty members are not assigned overloads during the summer session.

*POLICY STATEMENT: DETERMINATION OF SUMMER FACULTY COMPENSATION*

In accordance with Board of Regents Policy 8.3.12.3, summer faculty compensation cannot exceed 33.3% of the faculty member's regular previous academic year salary.

**BOR Policy 8.3.12.3 Summer School Salaries**

*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 (BOR Minutes 1950-51, p.333; 1984-85, p. 80).*

The compensation for summer school is computed as a percentage of the individual's base salary for the previous academic year. The rate of pay is a function of base salary, class size and the number of credit hours taught. Salary is computed only on the basis of classes that "make".

Classes will be considered to "make" if the official university class enrollment rosters (produced after the add/drop period) indicate that the following minimum enrollment targets have been achieved:

**Undergraduate Class:** Fifteen (15) or more students are enrolled.

**Graduate Class:** Ten (10) or more students are enrolled.

Only through special petition of the Dean to the Provost and Vice President for Academic Affairs will consideration be given to maintaining classes whose enrollments fall below the minimum target of 15 for undergraduate and 10 for graduate.



**Summer Salary Compensation Calculation**

The Summer Salary is computed as the sum of the products of the base salary, the course credit hours and the proportionality factor.

Base Salary X Course Credit Hours X Factor

The proportionality factor for **undergraduate courses** is:

<i>Students Enrolled</i>	<i>Factor</i>
1-14	# of enrolled students/15*3.0
15-24	3.0
25-29	3.75
30 and above	4.5

The proportionality factor for **graduate courses** is:

<i>Students Enrolled</i>	<i>Factor</i>
1-9	# of enrolled students/10*3.0
10-14	3.0
15-19	3.75
20 and above	5.0

**Example:**

<b># of Students</b>	<b>Base Salary</b>	<b># of Credit Hours</b>	<b>Factor</b>	<b>Compensation</b>
<b>Undergraduate</b>				
13	\$ 55,000	3	2.60%	\$ 4,290
14	\$ 55,000	3	2.80%	\$ 4,620
15 -24	\$ 55,000	3	3.00%	\$ 4,950
25 -29	\$ 55,000	3	3.75%	\$ 6,188
>30	\$ 55,000	3	4.50%	\$ 7,425
<b>Graduate</b>				
8	\$ 57,400	3	2.40%	\$ 4,133
9	\$ 57,400	3	2.70%	\$ 4,649
10- 14	\$ 57,400	3	3.00%	\$ 5,166
15 - 19	\$ 57,400	3	3.75%	\$ 6,458
20	\$ 57,400	3	5.00%	\$ 8,610

### **Rationale for Student Teaching and Internship Supervisor Compensation**

The following rates are based on the NCATE Regulation II.

1. The supervision of 18 student teachers is equivalent to a 12-hour teaching load.
2. 12 hours constitute a full load at FVSU (per semester).
3. FVSU pays \$ 625.00 per credit hour for part time and overload instruction.
  - Three 4-credit-hour courses equal a full teaching load for the semester.
  - One 4-credit-hour course equals 1/3 of a full load.
  - The supervision of six student teachers equals 1/3 of a full load (1/3 of 18 = 6).
  - The supervision of 6 student teachers equals a 4-credit load.

### **Computing Pay for the Supervision of Student Teachers**

4 credits x \$625 = \$2,500 (for a four-credit hour course)

The supervision of 6 student teachers is equivalent to a 4-credit hour course.

$$4 \times \$625 = \$2,500$$

Determining the Pay Rate for Supervising Fewer Student Teachers

1 Student Teacher = 1/6 of \$2500 = \$417 rounded-off

2 Student Teachers = 2/6 of \$2500 = \$834

3 Student Teachers = 1/2 of \$2500 = \$1,667

4 Student Teachers = 2/3 of \$2500 = \$2,084

5 Student Teachers = 5/6 of \$2500 = \$2,084

6 Student Teachers = 6/6 of \$2500 = \$2,500 (equivalent of 4 credit course)

### **Computing Pay for the Supervision of Interns**

FVSU Policy - The supervision of interns is not equivalent to student teacher supervision.

- Intern - 3 visits are expected on the average.
- Student Teaching-5-7 visits are expected on the average.
- The rule to be used is to equate the supervision of 10 interns to a teaching load of one 4-credit hour course for interns only.

4 credits x \$625 = \$2500

10 interns = 4 credit course = 4 x \$625 = \$2500

Approved 03-06-1014 Thus: 1 intern = 1/10 of \$2500 = \$250 (rounded off)

2 interns = 2/10 of \$2500 = \$500

3 interns = 3/10 of \$2500 = \$750

4 interns = 4/10 of \$2500 = \$1000

5 interns = 5/10 of \$2500 = \$1250

6 interns = 6/10 of \$2500 = \$1500

7 interns = 7/10 of \$2500 = \$1750

8 interns = 8/10 of \$2500 = \$2000

9 interns = 9/10 of \$2500 = \$2250

10 interns = 10/10 of \$2500 = \$2500

### **Compensation for Faculty Traveling with Students in International Studies Programs**

The Compensation for faculty supervising and teaching abroad in study and travel groups will be determined on per case basis depending on the number of students and the extent of supervision and/or instruction involved.

