



FORT VALLEY STATE UNIVERSITY™
A State and Land-Grant Institution • University System of Georgia

2016-17 Faculty Handbook

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FORT VALLEY STATE UNIVERSITY
2016-17 FACULTY HANDBOOK

OVERVIEW

This document provides a compilation of services, policies, regulations, and procedures related to employment as a faculty member at Fort Valley State University (FVSU), a unit of The University System of Georgia (USG). The Faculty Handbook includes policies, procedures and other pertinent documents at the University level, consistent with those of the Board of Regents (BOR). The Faculty Handbook serves as a guide; however, faculty members are encouraged to consult the BOR Policy documents referenced herein for additional details.

SECTION 1: INSTITUTIONAL PURPOSE & ORGANIZATION

Fort Valley State University (FVSU) is the only 1890 land-grant institution, and one of the three public, historically black colleges and universities in the state of 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 (FVSC). The USG's BOR granted FVSC university status in June 1996 (see Appendices

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 courses 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

The mission of FVSU is transform students into extraordinary, globally competitive individuals while fulfilling our land-grant mission.

Founded in 1895 as an institution to serve the educational needs of students of African descent, the University provides instructional and other educational services for all segments of the population consistent with its land-grant and liberal arts traditions. FVSU has an established and recognized mission to promote its traditions of excellence in the combined areas of teaching, research, extension, and public service. The university's primary commitments extend, as well, to:

- community outreach through the concept of the “Communiversiety,” an approach that highlights the interdependence of community and university;
- expanding service beyond the campus, as well as within, so that the institution addresses in a meaningful manner the broad diversity—human and technical—of needs in our home region and state as well as nationally and internationally;
- sparking within our students an enduring interest in learning and providing the tools and skills necessary to maintain that interest through life;
- preparing students through a mentoring approach for the opportunity to serve their fellow man while enjoying the opportunity provided by hard work and achievement to live the quality of life inherent in the American dream;
- encouraging and supporting creative expression, innovation, honesty, and integrity as endeavors of lasting and intrinsic merit;
- providing a productive environment for cutting-edge academic and practical research in, among other fields, agriculture, aquaculture, animal science, biotechnology, energy, environment, social and behavioral sciences, and the humanities; and
- acting to enlighten, enrich, and inspire by example those whom we serve.

Vision

The vision of FVSU is to become a TOP CHOICE university in the nation.

Faculty Membership

The faculty consists of the corps of instruction and the administrative officers. Full-time professors, associate professors, assistant professors, senior lecturers, lecturers, clinical professors, clinical associate professors, clinical assistant professors, research professors, research associate professors and research

assistant professors, and teaching personnel with such other titles as may be approved 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 adjunct appointments and any honorary titles shall not be considered members of the faculty. 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 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. An administrative officer having faculty status shall have all the responsibilities and privileges of faculty membership except as noted below (BOR Policy Manual, Section 3.2)

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).

Administrative Faculty positions are generally senior administrators who perform work related to the management of the university, college, department or other recognized 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 Division of Academic Affairs.

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 Manual (Section 8.3.5.4), administrative faculty holding administrative contracts will have their post tenure review clocks stopped for the duration of administrative contract. Administrative faculty members are not eligible 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. 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 ineligible for consideration to receive recognition for teaching faculty awards.

Administrative Officers

The President is the Chief Executive Officer of the FVSU charged by the BOR to exercise responsibility for the overall, daily administration of the University. He/she 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 Student Success & Enrollment Management, Vice President for External Affairs 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 and 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) enrollment services, including student admissions, registration, and financial aid; c) faculty appointments and contracts; d) promotion and tenure recommendations; e) capital improvement proposals for the academic division; f) academic budget allocation and redirection; and g) 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 endeavors. 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.

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 Plant Operations, Auxiliary Services, Information Technology and Facilities.

The Vice Provost for Student Success & Enrollment Management oversees and develops policies and procedures governing student life and learning experiences beyond the classroom that complement the formal instructional programs. Oversight responsibility is provided for Admissions and Recruitment, Campus Life, Residential Life, Student Health and Counseling Services, and Financial Aid.

The Vice President for External Affairs oversees institutional development and grants while providing oversight of External Affairs, Career and Alumni Services, the FVSU Foundation, the FVSU Public Service Center, Marketing and Communications, Title III and the Sponsored Programs Office.

The Director of the Office of Institutional Research, Planning & 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.

The Center for Retention Services (CRS) at FVSU serves as the primary academic support unit for students during their first two years as undergraduate students. The CRS provides a wide variety of academic support programs and initiatives that are designed to create a successful transition to college life for students during their freshman and sophomore years. The services provided to students are coordinated through three offices, which include Academic Advisement and Tutorial Services, Academic Counseling & Disability Services, Testing and Assessments, and academic support services offered by the federally funded TRIO Student Support Services Program.

In addition, the CRS encompasses both the Pre-College Academy and the University College. At the core of CRS' mission is providing each student with efficient and effective student academic support services through our offices and staff members in order to increase the number of FVSU students who are progressing toward graduation in four years. The goal of CRS is to ensure student success at FVSU.

The Director of the Legal Affairs and Government Relations is responsible for providing legal research, analysis, guidance and interpretation of issues of importance to the University including legal matters and documents; fair practices, judicial and employment matters; policy and procedure development; contracts, and all other activities that require legal expertise and review. Major duties also include drafting and reviewing legal documents, policies and procedures, consulting with faculty, staff and administrators regarding administrative and legal matters, and responding to external inquiries including open records requests. Additionally, the incumbent is responsible for engaging and interfacing with government relations constituents and monitoring government relations issues. Major duties include developing relationships with key government officials, understanding current and pending policy decisions, engaging political leaders to help them understand how decisions will impact the institution, assisting with the coordination of events on campus that target government officials, and briefing senior leadership about these matters, as well as prepping the president for any upcoming meetings with or engagements where influential politicians will be present.

The Director of Human Resources 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.

The Director of University Police & Safety 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 (478) 825-6211 or (478) 825-6500 or text 911fvsu@fvsu.edu.

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 statewide system funded by the BOR of the USG, the Governor, and the Georgia Legislature, FVSU has access to all public academic library catalogs; 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 proctors a variety of tests and other college exams in an atmosphere conducive to testing while working with faculty to coordinate testing schedules and providing related information to students, faculty and staff. Reviews, analyzes, and interprets tests results and develops related reports as necessary. Designs and distributes publications about testing services to internal and external constituents.

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 semiannual 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 Career and Alumni Services oversees the Office of Career and Alumni Services where we prepare our students and support our alumni to see beyond what is obvious into the world of what is possible. The Office of Career and Alumni Services is dedicated to providing connections for life's possibilities while perpetuating meaningful lifetime connections with the University. We provide support services for the active engagement of informed choices of career goals and assessments, internships, graduate schools, professional schools, employment, alumni activities, etc. The Office of Career and Alumni Services sponsors programs and activities for the alumni and students to become actively involved in supporting the university and collaborates with the Fort Valley State National Alumni Association, Inc., to host class reunions, coordinate homecoming activities, and fundraising and recruitment campaigns. The services provided are available to students, prospective students, alumni, faculty, and staff of FVSU.

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 head¹ 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 the Provost and Vice President for Academic Affairs in consultation with respective college deans.

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 with the approval of the BOR 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 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.

¹ Department Head, Department Chair, or Chair of the Department used in the text synonymously

- 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 evaluation 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 College of Arts & Sciences offers programs of study in the humanities, the natural and biological sciences, mathematics, social sciences, business, economics, computer science, media studies and visual and performing arts. Students who desire a liberal education with or without regard to future professional endeavors are served within the College of Arts and Sciences. 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 Behavioral Sciences; Biology; Chemistry; Business Administration; Mathematics and Computer Science; Media Studies and Visual and Performing Arts; History, Geography, Political Science and Criminal Justice; Military Science; Counseling; and English and Foreign Languages. 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 houses educator preparation degree programs. The educator preparation degree programs are designed to produce excellent 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. The College of Education consists of majors in Early Childhood Education, Family

and Consumer Sciences Education, Health and Physical Education, Middle Grades Education, School Counselor Education, 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.

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. Once tenure status is conferred, the faculty member has permanent or continuous tenure, subject to the successful negotiation every five years of post-tenure review. The service of tenured faculty should be terminated only for adequate cause except in extraordinary circumstances such as financial exigency.

Academic Programs

The BOR shall rely on the Chancellor, the presidents of the several institutions in the System, and their deans and faculties to develop, adapt, and administer the academic methods and procedures deemed by them to be the most effective in promoting efficiency of operations that are most appropriate to the advancement of learning. Without limiting the generality of the preceding paragraph, it is recognized that the following are proper functions of FVSU academic administrators rather than of 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

(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.

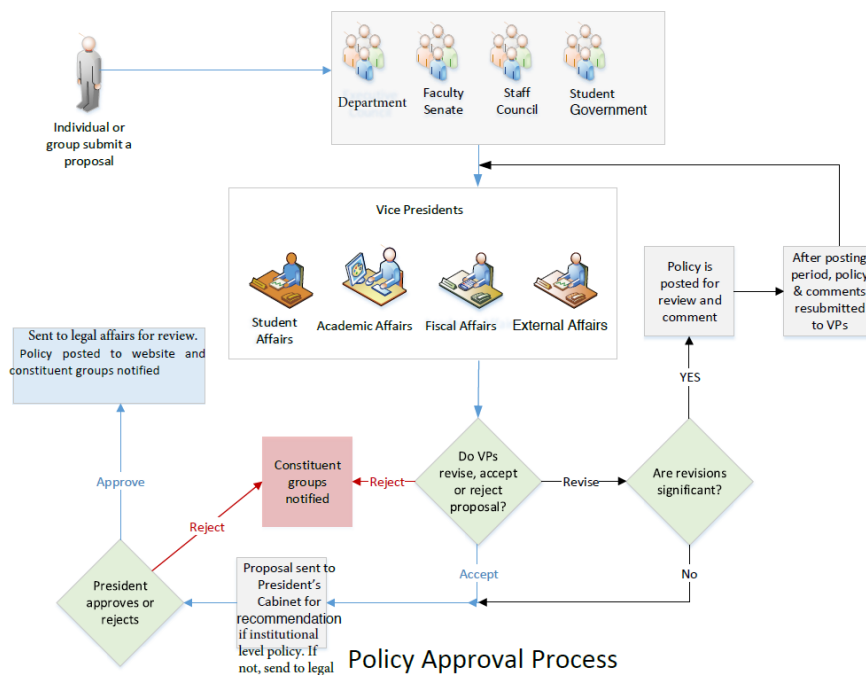
d. Procedure for Proposing a New Policy or Change to an Existing Policy:

- With the exception of 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).

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.

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 on a monthly basis.

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.

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.

Admissions Committee: This committee reports to the Provost and Vice President for Academic Affairs. 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 enrollment, 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 seeking readmission after a period of suspension or dismissal. Recommendations regarding student petitions for readmission shall be made to the Provost and Vice President for Academic Affairs within seven business days of the meeting. Students shall be notified of the results of their petitions at least three weeks prior to the semester of intended enrollment.

Agricultural & Laboratory Animals Care & Use Committee: Reports to the Provost and Vice President

for Academic Affairs. This committee is responsible for approving, Monitoring, facilitating, and supporting the institution's Animal Care and Use Program. Specifically, the committee shall:

- Meet to ensure that the use of agricultural and laboratory animals in teaching and research programs is humane, appropriate, and in accordance with procedures outlined in the "*Guide for the Care and Use of Agricultural Animals in Agricultural Research and Teaching*," First Edition (March 1988) and other appropriate guidelines and policies affecting the care and use of agricultural and laboratory animals.
- Periodically review protocols for animal care and use in research and instruction. Conduct an inspection of the physical facilities, review the overall agricultural and laboratory animal care and use program, and provide a written report to the Provost and Vice President for Academic Affairs of the institution's compliance at least twice annually.
- Perform functions required by institutional needs and by applicable laws, regulations, and policies.

Athletic Committee: Reports to the President. This committee shall establish and oversee the athletic policies and practices of the institution, ensuring conformity with policies of appropriate state, regional and national governing organizations such as the Southern Intercollegiate Athletic Association (SIAC), National Collegiate Athletic Association (NCAA), etc. Acting as a liaison between faculty, students and the athletic programs, the committee will ensure these activate proper emphasis and direction in relationship to the educational program of the University. Additionally, the Athletic Committee will concern itself with devising methods for attracting more students, alumni and community interest in, and support for, the varied university athletic programs.

Automated Resources Planning & Evaluation Committee: Reports to the President. The Automated Resources Planning & Evaluation Committee is charged to provide direction for Information Technology (IT) at FVSU by regularly reviewing IT policies and procedures and recommending changes, developing long-range plans for the implementation and upgrade of IT resources, and participating in the annual Electronic Data Processing (EDP) reviews and planning processes.

Curriculum Committee: Reports to the Provost and Vice President for Academic Affairs. The purpose of this committee is to receive and act on proposals for new curricula or changes in 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 BOR 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 written and oral reports from representatives of the Regents Advisory Committees. The Chairperson will maintain a record of these reports.

Educational Policies Subcommittee: is a subcommittee of the Curriculum Committee that proposes policy or entertaining recommendations to clarify, develop, revise or establish procedure or policy related to curricula matters. Additionally, this subcommittee studies recommendations for programs and proposals for changes in curricula. It works closely with submitting departments to address matters related to institutional and BOR policies. The subcommittee makes its recommendations to the University Curriculum Committee.

Graduate Council: Reports to the Provost and Vice President for Academic Affairs. The Graduate Council is the policy-making body for all matters related to graduate studies. Its membership is represented by a cross-section of the University administrators and faculty members from the varied academic departments 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 regarding proposed new graduate programs prior to submission to the Provost and Vice President for Academic Affairs. The Council will receive and act on students' grievances, petitions, and appeals that remain unresolved at the Dean's level (see Appendix 5: Graduate Council Constitution and By-Laws).

Homecoming Committee: Reports to the President. This committee has responsibility for organizing, planning and directing the annual homecoming activities and festivities. The committee must coordinate its plans with the Department of Athletics, and the National Alumni Association. It should endeavor to be innovative and creative and yet retain desirable traditions. The Committee should stimulate enthusiasm and encourage the participation of all segments of the University family and community.

Human Subjects Committee: Reports to the Provost and Vice President for Academic Affairs. It is the responsibility of this committee to ensure that human subjects utilized in research efforts and the manner in which they are involved, meet all local, state, and federal regulations (45 CFR Part 4, 1991, as amended, and USDA regulations set forth in 7 CFR 1c, 1992 and *Guide for the Care and Use of Agricultural Animals in Agricultural Research and Teaching, March 1988*). The committee will also review and approve all research protocols and subject release forms. The committee shall meet at regular intervals and shall report annually to the Provost and Vice President for Academic Affairs of the institution's compliance.

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 channeled 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, counseling 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:

- 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);
 - a. Publication of research in peer-reviewed journals; books, book chapters or research monographs;
 - b. Receipt of grants, fellowships or other honors awarded through a peer-reviewed process; or
 - c. 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 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:

- Reading and approval of the minutes of the previous meeting
- Communication and announcements
- Reports of the Graduate Council
- Reports of standing committees of the Graduate Council
- Reports of special committees and individual members of the Graduate Council
- Unfinished business
- 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:

- All members shall be notified and advised of the business to be considered.
- The order of business at special meetings shall be limited to the transaction of business for which the meeting was called.
- A quorum shall consist of 50% of the Graduate Faculty plus one member.
- 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: In order 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:

- Actively pursuing a doctorate related to the teaching discipline in which he or she is nominated.
- Elected and/or serves as an officer or committee member in national, regional, or state professional organizations.
- Received an award for professional contributions.
- Extensive involvement in scholarly projects to include grantsmanship with projects funded by agencies external to the campus.

The Staff Council

Membership: The membership of the Staff Council shall be elected by and from the classified personnel, as defined in the Policies of the BOR, and other regular non-faculty status employees.

Powers & Jurisdiction: The Staff Council shall participate in the process of University governance by advising the President and by recommending to and consulting with the University Council in the establishment of rules and regulations deemed necessary or proper for the promotion of the general welfare of the University. All actions of the Staff Council that influence the operation of the University are subject to the approval of the President of the University.

Rules of Procedure: The Staff Council shall have the power to adopt bylaws, to establish general rules of procedure and to determine all matters pertaining to its own meetings, membership and internal structure.

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 teach 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: The undergraduate instructional load for a full-time faculty member is 12 credit hours per semester. The graduate instructional load for a full-time faculty member is nine credit hours per semester.

Depending on the academic program, full-time instructional faculty may be assigned at least 12 course credit hours per semester with an average enrollment of 30 students per course, generating an average of 360 student credit hours per term. In the event that a given faculty member falls short of the expected credit hours generated, the faculty member may be required to teach as many as 15 course credit hours per term without receiving overload pay. Department Heads are expected to manage faculty teaching assignments and workloads to achieve, on the average, the expected credit hour production for the department each semester. As such, department heads are empowered to make decisions and provide justifications with regard to teaching loads of

individual faculty members. Credit hour production can be on a per faculty member basis or an average for all faculty members within the department as a whole. Certain performance-based courses may result in the instructor being held to a lower than 360 credit-hour yield.

To the extent possible, standards of professional associations and accrediting agencies will be adhered to with regard to class sizes and teaching loads, taking into account current enrollments and available faculty resources.

Teaching Overloads

Under certain circumstances, a faculty member may take on additional teaching, research/scholarly endeavors, or service responsibilities. If adjustments cannot be made in the faculty member's standard workload, as assigned, to accommodate this additional assignment, then the faculty member warrants consideration for a temporary change in compensation in the form of overload pay.

Faculty who qualify for overload pay consideration must first meet expectations for a normal workload assignment. In short, the faculty member should meet 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 assignment does not meet the full workload standard, then the faculty member is not entitled to overload compensation. If the additional work assignment can be readily reduced, rearranged, or reassigned to achieve the desired outcome, then overload pay is not required. Every effort should be made to avoid assigning degree credit courses on an overload basis.

Due to the nature of 12-month contracts and extensive workload assignments, faculty with the rank of dean or above is not eligible for overload pay. If there is an appearance of a 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

- All fulltime faculty are expected to be physically present on campus at least three days each week. This applies to faculty who are teaching fully online, fully face-to-face, or some combination of the two. A three-day commitment from faculty is the minimum commitment of time and on-campus engagement expected from individuals on track for tenure or of those who are not on tenure-track, but who are engaging in the requisite teaching, research, and service demanded of fulltime faculty.
- No fewer than ten (10) hours of office-hours during each week are required of fulltime faculty. This can include "virtual" office-hours, if the faculty member is teaching online. For example, if half of an individual's teaching assignment is face-to-face and half is distance, that person might, logically, 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.

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 Vice President of Academic Affairs (VPAA).
- Faculty productivity should not be calculated solely on the basis of the number of students enrolled due to the fact that 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 Academic Success Center (ASC), primary responsibility for academic advisement rests with the faculty. Prior to registration for each term, each student is to participate in academic advisement with the ASC staff member assigned to his/her department. ASC advisors will work with departmental faculty to ensure that students are following accurate and up-to-date balance sheets, 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 ASC will provide and/or coordinate other services to students to include tutoring, counseling, mentoring, and referrals.

Learning Support Students are advised by the counselors and faculty in the Learning Support Department. Upon exiting Learning Support, students who have not satisfied the College Preparatory Curriculum (CPC) are advised jointly by the appointed CPC advisor and the appointed advisor in the student's chosen major. CPC students with undeclared majors are advised jointly by the CPC advisor and an assigned advisor in the Counseling and Career Center. Faculty members should feel free to refer students with special needs to the particular office, which can most effectively deal with those 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 grades and social security numbers.

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."

Parents or eligible students have the right to inspect and review the student's education records maintained by the school. Schools are not required to provide copies of records unless, for reasons such as great distance, it is impossible for parents or eligible students to review the records. Schools may charge a fee for copies.

Parents or eligible students have the right to request that a school correct records that they believe to be inaccurate or misleading. If the school decides not to amend the record, the parent or eligible student then has the right to a formal hearing. After the hearing, if the school still decides not to amend the record, the parent or eligible student has the right to place a statement with the record setting forth his or her view about the contested information.

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: Instructors are expected to require textbooks to be used in their courses as appropriate. However, instructors are not permitted to sell textbooks and supplies to students in their classes. Books are to be ordered through the University Bookstore. Book requests should be submitted to the Bookstore at least six weeks prior to the beginning of the semester in which the books are to be used. Book order forms will be provided to each

department nine weeks before the end of each regular semester. Textbook adoptions should have the approval of the departmental textbook committee and the Department Chair. Once a textbook is adopted, it is to be used for at least one-year before being changed unless compelling reasons dictate a change.

Faculty-Authored Textbooks: Each College shall establish a committee to review all textbooks authored by FVSU faculty that the authors wish to have adopted for on campus. Appeal of the findings of the College committee shall be provided by an institution-wide committee. The *Committee on Faculty Publications* shall have this responsibility. Appeal of the findings of the institution-wide committee shall be made through the usual channels: Provost and Vice President for Academic Affairs, President, and BOR.

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 Performance²

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,

²Adapted from the Faculty Performance Expectations drafted by Kennesaw State University found at kennesaw.edu/handbooks/faculty/section3.php

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. 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 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. In the event that 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 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 BOR.

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; i.e., in the sixth year of the appointment to the tenure-track position, unless otherwise specified, which 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 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 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 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. 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 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:

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 below for annual performance evaluation).

Post-Tenure Review

All tenured faculty members are subject to undergo Post Tenure Review at the end of every five full years following their tenure. 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. Three or more positive annual evaluations (achieving/meeting or exceeding expectations) are necessary but are not sufficient to guarantee a positive decision. 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: 1) Exceeding Expectations in Post-Tenure Performance; 2) Achieving Expectations in Post-Tenure Performance, or 3) Not Achieving Expectations in Post-Tenure Performance. Basic guidelines for differentiating between these categories are as follows:

Exceeding Expectations: Exceeding the expectations with superior performance consistently in all five years covered under the current post-tenure review in teaching, supervising, mentoring students (and junior faculty in case of senior faculty members), research/creative activity, and professional service has been sustained in annual performance reviews of all five years and the candidate has received the highest score (90 or above) in the post-tenure review.

Achieving/Meeting Expectations: Achieving/meeting or exceeding expectations in teaching, supervising, and mentoring of students, research and creative activity, and professional service has been sustained in annual performance reviews with three or more positive annual reviews over the last five years and the candidate has received a score between 80 and 89 in the post-tenure review..

Not Achieving/Not Meeting Expectations: Achieving/meeting expectations in teaching, supervising, and mentoring of students, research and creative activity, and professional service has not been sustained in annual performance reviews over the past five years; specifically there are three or more unsatisfactory annual reviews; and, the candidate has received a score of 79 or less in the post-tenure review.

Faculty member's failure to submit the required documentation for post-tenure review in a timely manner (i.e., on or before the due date) shall be considered by the review committee as not achieving expectations. In all cases where a faculty member receives the post-tenure review decision as "Not Achieving/Not Meeting Expectations," a faculty development plan will be developed by the candidate and the department chair. The plan must include a requirement to submit materials for post-tenure review in the following year. The administrative unit head at the college level or above are jointly responsible for arranging appropriate funding for the development plan, if required. However, development plans will typically expect faculty to remedy deficiencies within existing resources and the normal level of support available for faculty development and for achieving faculty expectations. Faculty with unsatisfactory performance reviews should not expect to receive paid leaves to pursue further study or research for the purpose of remediating deficiencies. The maximum time allowed to complete a faculty development plan is three years. After three years, if a faculty member has not completed his/her development plan successfully: (1) the individual's salary would be frozen until the plan was completed satisfactorily; (2) a reassignment might be considered if it deems to be appropriate; or (3) academic administrators could initiate other personnel actions as warranted. In all such cases, an unsatisfactory ruling and its consequences should be fully documented and communicated to the affected faculty member by the department chair, dean, and Provost and Vice President for Academic Affairs.

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 as long as 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.

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, counseled, 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 the earned doctorate 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

- Non-tenure-track Faculty with Professional Ranks (i.e., non-tenure-track 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. These individuals are not eligible for the award of tenure or probationary credit toward tenure; however, they may apply for an open tenure-track faculty position and be considered through normal search and screening process. In special circumstances, administrative transfers from a tenure-track faculty position to non tenure- track faculty position with professional rank may be made. In all such situations, the approval of the department chair, dean, Provost and Vice President for Academic Affairs, and president of FVSU are required (BOR Academic & Student Affairs Handbook 4.1). The BOR request form to convert a tenure track position to a non-tenure tack position must be completed and submitted. 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 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 above for annual performance evaluation). The review process for promotion of these individuals is similar to that of tenure-track /tenured faculty.

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.

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, 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 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 half-time. 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. 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 half-time 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 fulfill 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 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 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 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.

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 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.
 - 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	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.

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 administrators, 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 EEO/Affirmative Action Office and 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:

1. 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.
2. 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.
3. 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 Contracts: Summer employment is contingent upon course enrollment. Faculty who are employed on an academic year contract or who are part-time employees will be issued a contract for employment 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 computed at three percent of the academic salary for each semester credit hour of instruction.

C. Other Information: Summer School Contracts will be issued by the Vice President for Academic Affairs Office in accordance with the above stated Compensation Policy. Total faculty compensation cannot exceed **33.3 percent** of the faculty member's base academic year salary.

USG Faculty Applications: In cases where an individual being considered for a faculty position at FVSU has formerly been employed at another institution in the USG, the BOR' office should be informed. A request

will be made of the BOR to obtain an evaluation of the applicant from the President of the institution where the applicant was employed. This procedure is essential for the University to be informed of the adequate evaluation of faculty being considered and to make certain that the University utilizes all available information in making faculty appointments.

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 holder of a Fellowship shall be a qualified person of any academic rank, 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; institutional faculty who have made unique contributions to academic life or to knowledge in their academic disciplines; and institutional 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: The BOR may confer, at its discretion, the title of "emeritus" on any retired and tenured professor, associate professor, assistant professor, or BOR-approved non-tenure track faculty of equivalent rank, who, at the time of retirement, had more than ten years of honorable and distinguished service in the University System. Also, the BOR may confer, at its discretion, the title of "emeritus" on any BOR-approved, retired administrative officer who, at the time of retirement, had more than ten years of honorable and distinguished service in the University System. This title may be conferred by the BOR upon the recommendation of the President of the institution in which the employee has served, and upon the recommendation of the Chancellor and the Committee on Education.

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). 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 are not automatic. However, any cost-of-living salary increase should be automatic at all levels. Recommendations for salary increases will be on merit and based on criteria set forth in the recommendations for faculty promotion.

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. The guidelines of the University governing consulting activities of faculty members shall include the following: (1) a plan for reimbursing the institution for use of the institution's personnel, facilities, equipment and/or materials consistent with rates charged outside groups or persons; (2) a procedure for obtaining prior approval of the President or his/her designee; and (3) a procedure for defining and prohibiting conflicts of interest.

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.

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. In considering a request for a leave, 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.

If after careful consideration, the President feels the interests of the institution and of the faculty member will be served by the granting of the leave requested, he/she shall submit a recommendation through the Chancellor to the BOR to this effect, together with a statement of the reasons for supporting the recommendation.

The BOR ordinarily will not approve a request for a leave with pay if the applicant has been employed at an institution for a period of less than three years, nor will it ordinarily approve a leave with pay for a person in an academic position who has not already completed their requirements for a master's degree.

Any faculty member who has been granted a leave of absence with pay shall be required, before beginning his/her leave, to sign an agreement that he/she will return the full amount of compensation received while on leave if he/she should not return to the institution for at least one year of service after the termination of leave.

No leaves of absence will be granted to persons in the University System who are retired from active duty and 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:

- 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 three working days, 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.

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.

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

Family Leave: Any employee who has been employed on a half-time basis or greater for at least 12 months is eligible for 12 work weeks of family leave during a 12-month period commencing on the date the family leave begins. Family leave shall be unpaid leave; however, if an employee is eligible to use accumulated sick leave, the employee, after obtaining permission from the employer, may do so exclusive of the 12 weeks of family leave. The employee may also utilize any accrued annual leave with the approval of the employer. Family leave shall be granted to an eligible employee in the event of:

- the birth of the child of the employee,
- the placement of a child with the employee for adoption,
- a serious health condition of the employee's child, spouse, parent, or spouse's parent necessitating the employee's presence, or
- a serious health condition of the employee which renders him/her unable to perform the duties of his/her job.

With certain exceptions as indicated in the Family Leave Act (Georgia Laws 1992, p. 1855; O.C.G.A. Title 45, Chapter 24), family leave entitles the employee to be restored to the position held prior to going on family leave or to an equivalent position with equivalent benefits and pay. Family leave allows the employee to maintain his/her employee benefits during the period of leave with institutional participation in the payment of premiums.

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 member's 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.

Educational Leave With and Without Pay: Institutions may permit faculty to take leaves with and without pay for up to a period of one year for study, research, scholarly and creative activity, instructional improvement, or retraining. Before being granted a leave with pay, the faculty member would have to sign an agreement indicating that:

- for a leave with pay of less than a year she/he will return to the institution at the termination of the leave for a period of at least one year;
- for a one-year leave with pay she/he will return to the institution at the termination of the leave for a period of at least two years;
- if he/she does not return to the institution for the full amount of time specified in the agreement, he/she 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.

Such approved leave shall allow the employee the right to elect to continue group insurance benefits with institutional participation.

Military Leave with Pay: 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.

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, EEO/AA 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 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 of time 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:

1. 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.
2. 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.
3. 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 counsel.
4. 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.
5. 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.
6. An oath or affirmation shall be administered to all witnesses by any person authorized by law to administer oaths in the State of Georgia.
7. The Hearing Committee may grant adjournments to enable either party to investigate evidence as to which a valid claim of surprise is made.
8. The faculty member and the administration shall be afforded a reasonable opportunity to obtain necessary witnesses and documentary or other evidence.
9. 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.
10. 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.
11. The findings of fact and the decision of the Hearing Committee will be based solely on the hearing record.
12. 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.
13. 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.
14. 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.

15. 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.

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 with regard to 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 with regard to 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 by the use of 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.

SECTION 7: ADMINISTRATIVE PROCEDURES

Grants and Contracts

The Office of Sponsored Programs (OSP) and Office of Title III (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. 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 insuring 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 on the basis of race, color, religion, national origin, gender, age, disability or veteran status	Director of EEO and Diversity Programs
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)	Director of Human Resources
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.

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 located 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. In an effort 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.

1961-1970 Significant Events in the History of the Institution

- 1963 The Isaac Miller Science Building was dedicated on November 24.
- 1964 The Sophia Moore Dormitory was dedicated on October 10.
- 1965 The Anthony D. Watson Dormitory was dedicated November 21.
- 1966 The Henrietta Walden Myers Home Economics Building was completed.
- 1966 William Madison Boyd Hall opened for occupancy.
- 1966 Dr. C. V. Troup retired as President on June 20.
- 1966 Dr. W. W. E. Blanchet was appointed as the third President.
- 1967 The Lottie M. Lyons Student Union Building opened.
- 1968 The Agricultural Mechanics Building opened for occupancy.

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

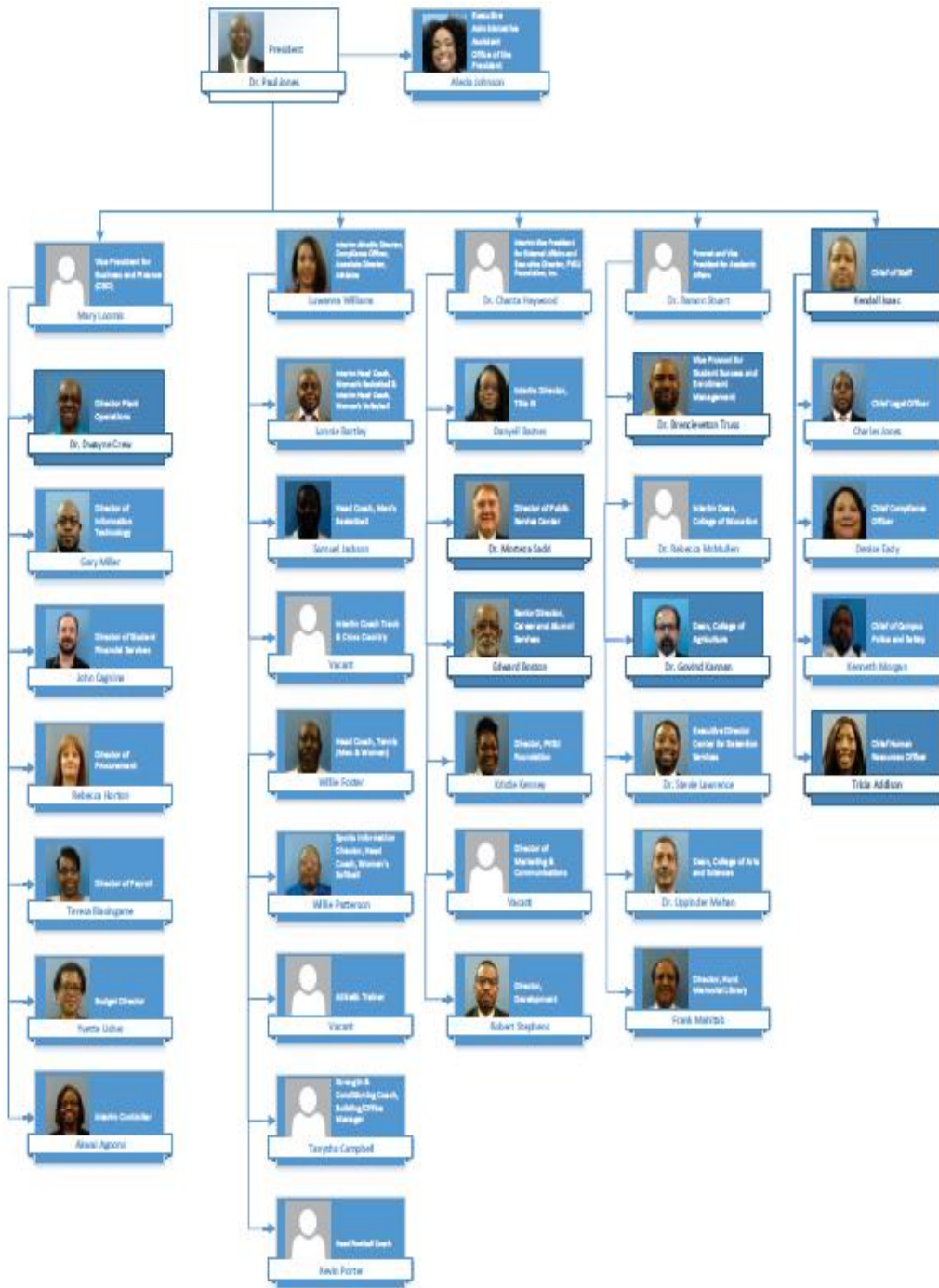
- 1994 The Centennial Inauguration and Founders' Day Celebration was held on November 3.
- 1995 The Computer Technology Mathematics (CTM) Building was opened for occupancy on August 18.
- 1995 FVSC was changed from a Level III to a Level IV School by Southern Association of Colleges and Schools (SACS).
- 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.

2001-2015 Significant Events in the History of the Institution

- 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



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.

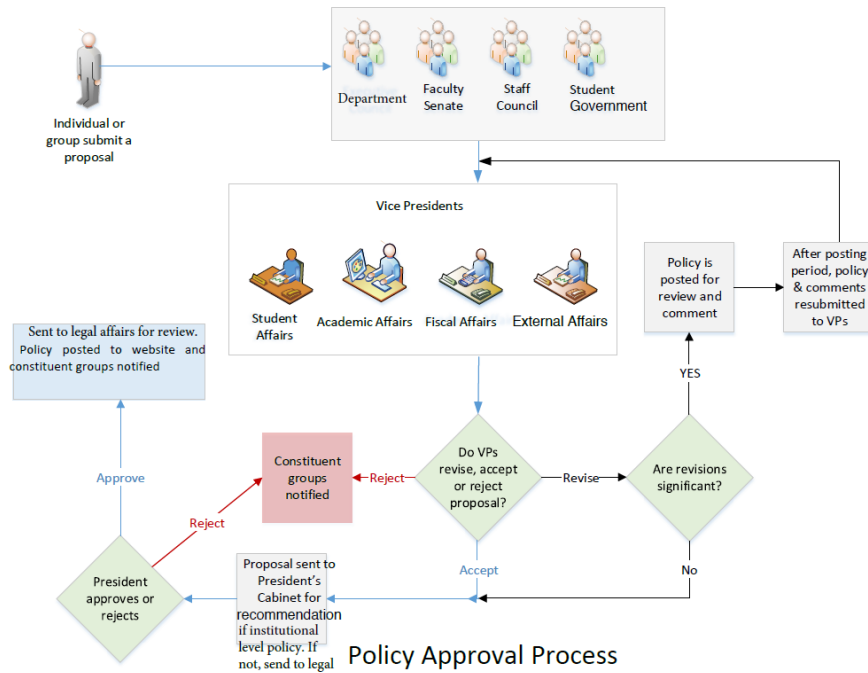
d. Procedure for Proposing a New Policy or Change to an Existing Policy:

- With the exception of 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. A petition signed by no less than 10% of full time 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.

b. 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.

c. 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.

d. 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 on the basis of comparable. 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, 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 1st 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:

- a. The President of the University (or his/her designee)
- b. The Vice President of Academic Affairs (Provost)
- c. Staff Council Representatives

d. 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**: In the event that 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 colleges, 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 an 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:

- a. 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.
- b. Preparing, in consultation with the Executive Committee, the agenda for each monthly meeting of the FVSU Senate.
- c. Distributing the Senate's monthly agenda and the meeting calendar for the academic year.
- d. Referring all matters submitted for the Faculty Senate's attention to the appropriate committee(s) and/or to the University President.
- e. 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.
- f. Representing the Faculty Senate pro-actively before the University administration regarding faculty matters as appropriate.
- g. Reporting the actions of the FVSU Senate to the University Faculty.
- h. 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:

- a. Serving as the official liaison between the Standing Committees of the Faculty Senate and the Administration, in the absence of the Senate President.
- b. Ensuring that the university website is current with the display of Senate documents.
- c. 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.
- d. Coordinating faculty development and enrichment activities sponsored by the Senate on behalf of the faculty.
- e. 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:

- a. 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.

- b. 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.
- c. 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 of time 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 particular 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:

- a. Making public statements consistently disparaging of the faculty and its interests
- b. Inability to comply or carry out the will of the body as commanded by a majority vote
- c. 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:

- a. Non-attendance (two (2) or more unexcused absences), or failure of the senator to be accessible or report to the unit he/she represents
- b. Engaging in conduct that is injurious to the Faculty Senate, the University, or the purposes of the Faculty Senate.
- c. 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 appeals 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

ARTICLE I: NAME AND PURPOSE

Section 1: Name

The name of the graduate program governing group shall be the Fort Valley State University Graduate Council (abbreviated FVSU-GC), known herein as the GRADUATE COUNCIL. The name shall be affixed and applied to all activities and decisions of the group, and shall not be used without approval of the membership.

Section 2: Purpose

The purpose of the Graduate Council is to provide a campus-wide academic organizational unit to promote the advancement of graduate studies at FVSU. The Graduate Council is the policy-making body on all matters related to graduate studies. The specific functions of the Council are as follows:

- to promote student, faculty and administrator awareness of concerns related to graduate program;
- to disseminate graduate studies information to faculty, students, administrators and the public;
- to initiate new graduate programs and approve additions, deletions, and/or modifications to graduate courses and programs;
- to hold regular meetings, at least one per term, to promote changes or amendments to graduate courses and programs;
- to review and evaluate existing graduate programs; and
- to received and act on student grievances, appeals, and petitions which remain unresolved at the level of the Dean of Graduate and Extended Education.

Section 3: Amendments and Revisions

The constitution of the Graduate Council as set forth in this document may be amended or otherwise revised by recommendation of the members and approved by a two-thirds majority vote of those present and voting of the Graduate Council. Proposed amendments must be submitted in writing to the Chairperson, and be made available for consideration by all members at least thirty (30) days in advance of a formal vote.

ARTICLE II: MEMBERSHIP

Section 1: Types

The membership of the Graduate Council is represented by a cross-section of full-time administrators and faculty members from the varied departments of the University and includes graduate student representation.

Regular: Faculty who teach graduate courses are *eligible* to be members of the Graduate Council. Other members include two (2) graduate faculty members from each graduate degree program, including the Program Coordinator and one additional faculty member elected by the faculty of the program. By virtue of the positions held, the following individuals shall be members of the Graduate Council: the Dean of the College of Arts and Sciences; the Dean of the College of Agriculture, Home Economics and Allied Programs; the Dean of the College of Education (this Dean is also the Chair of the Professional Education Faculty); and the Director of the Library/Learning Resources Center.

Student: Membership will include three (3) currently enrolled students fully admitted into graduate degree programs at the University and elected by the Graduate Student Government Association. When changes in a student representative's status render him or her ineligible to serve on the Graduate Student Government Association, a replacement will be named.

Section 2: Selection

Elected faculty representing the graduate degree programs will serve three (3)-year staggered terms and are eligible for one (1) consecutive re-election. The election process shall be the responsibility of the respective graduate degree program representatives who will not be up for election in the following academic year. The following role incumbents will have annual succeeding terms on the Council: Deans of the Colleges, Director of the Library/Learning Resources Center.

Section 3: Rights/Privileges

All members of the Graduate Council shall have voting rights. All members, except those individuals who owe their membership to their positions (students and administrative incumbents) shall be eligible for any office of the Graduate Council.

Section 4: Quorum

A quorum shall be a majority of the membership of the Graduate Council. Evidence of a quorum shall be the attendance record (minutes) for the meeting.

ARTICLE III: OFFICERS OF THE COUNCIL

Section 1: Officers

The officers of the Graduate Council shall be the Chairperson, Vice-Chairperson, and Secretary. The Chairperson, the Vice-Chairperson and Secretary shall be elected annually from the at-large membership of the Graduate Council. Election of officers will take place during the last meeting of the academic year for the upcoming academic year. Officers will be installed at the first meeting of the fall semester of the academic year following their election.

Section 2: Duties and Obligations

Chairperson: The Chairperson shall convene and preside over meetings of the Graduate Council. Duties include development and dissemination of the meeting agenda, minutes of each meeting and other duties incident to the office.

Vice-Chairperson: The Vice-Chairperson shall assist the Chairperson in the performance of his or her duties and shall assume the duties of the Chairperson in his or her absence.

Secretary: The Secretary is responsible for dissemination of all documents resulting from actions of the Graduate Council. These would include, course and degree program approvals, additions, deletions and modifications of courses and other documentation as developed incident to the actions of the Graduate Council.

ARTICLE IV: WORK DELEGATION

Section 1: Empowerment

The Graduate Council shall develop and implement standing and ad hoc task forces to assist officers in carrying out their responsibilities. The committees shall be composed of members of the Graduate Council. Student members must be included on student grievance committees and issues groups that deal directly with student academic matters. Ad hoc task forces can be composed of non-Graduate Council members (up to 50%) because of the specific (and perhaps technical) job at hand. The Graduate Council Chairperson shall appoint committees and ad hoc task forces and their respective chairs in consultation with the Council. Committees and task forces shall cease to exist when the job is recognized as having been completed, or the Council terminates the assignment.

ARTICLE V: PUBLICATIONS

The Graduate Council shall develop and maintain a publication summarizing its policy formulations and program development activities. This dissemination vehicle shall be inserted into the Graduate Student Handbook for the next academic year, and shall be distributed to graduate students, faculty and involved

administrators at Fort Valley State University. The Vice-Chairperson, along with the assistance of a student member or members, shall be responsible for the publication of this document.

Article VI: RECORDS AND PRESERVATIONS

Section 1: Documentation Process

The elected secretary of the Graduate Council shall be designated to keep an accurate written record (minutes) of the proceedings of the Graduate Council. A copy of these minutes shall be forwarded to all members of the Council and the Provost and Vice President for Academic Affairs and the President. The Secretary of the Graduate Council shall be responsible for maintaining the Graduate Council archives (to include, but not limited to, the meeting minutes, proposals, formal transactions, appeals outcomes, policy development drafts and formal documents, etc.). A duplicate copy of all materials added to the archives during an academic year will be forwarded to the Provost and Vice President for Academic Affairs no later than the end of the summer term following the end of the given academic year in which actions were taken by the council.

Article VII: Ethics and Existing Policies

The code of ethics and the policies of the Board of Regents of the University Systems of Georgia and the Code of Ethics, statutes and policies of Fort Valley State University shall undergird the activities and actions of the Graduate Council. These tenets and guideposts can be found in the “Board of Regents Academic Affairs Handbook” and the “Fort Valley State University Faculty Handbook.”

Article VIII: Adoption or Amendment of by-laws

The membership of the Graduate Council may adopt or amend by-laws by a two-thirds (2/3) majority vote of the members present at a regularly scheduled meeting. Proposed adoptions or amendments must be submitted in writing (in proposal format) to the Chairperson and be made available for consideration by all members at least thirty (30) days in advance of a formal vote.

By-Laws

- **By-Law #1:** the conduct of the Graduate Council meeting shall follow Roberts Rules of Order. The chairperson shall appoint a Parliamentarian annually.
- **By-Law #2:** Each of the work groups authorized in Article IV, Section 1 shall have at least three members.
- **By-Law #3:** Any new policy or change in policy approved by the Graduate Council shall go into effect ten (10) working days after the next Council meeting following its adoption, unless the Council delays, amends, or rescinds the new or changed policy at a subsequent meeting. Policies amended at subsequent meetings will be treated as a new policy change, in terms of a remonstrance period.
- **By-Laws #4:** Absences. In the event that a member of the Council shall, during an academic year, be absent from regular or called meetings of the Council more than two (2) times without his/her absence being excused by way of notification in advance to the chairperson or Vice-Chairperson, such member may be subject to removal for the remainder of the academic year by majority vote of members present.

Approved: October 2006

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 relationships are 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.

In light of 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:

1. 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.
2. The Office of Institutional Compliance will maintain an “open door policy” to allow individuals to report problems and concerns.
3. The Office of Institutional Compliance will act upon the concern promptly and in the appropriate manner.
4. 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. The complainant can also follow-up on his/her report through internet at fvsu.alertline.com/gcs/followup
5. Employees and/or students who report concerns in good faith will not be subjected to retaliation, retribution, or harassment.
6. 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.
7. 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

1. 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.
2. 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.
3. Departmental administrators must provide a copy of this policy to all employees.
4. A copy of the policy must be posted in every department/division.
5. If employees and/or students have concerns, they should be addressed in the following order:
 - a. Immediate Supervisor
 - b. Department Manager

c. Department Head/Director

6. 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.
7. All concerns will be investigated within 30 days.
8. Confidentiality regarding employee and/or student concerns and problems will be maintained at all times 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 on the basis of race, sex, age, disability, religion or sexual discrimination. Such charges should be directed to the Affirmative Action/EEO Officer.
- The issues being grieved have been previously heard by an administrative panel at the institution.

Grievance Procedures

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/
- Human Resources Administrative Practice Manual: Employment: Dismissal, Demotions, or Suspensions found at 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/. 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

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, in an attempt 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 as a means 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 must be 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 proceedings 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 chair, a sworn statement or affidavit of the witness may be introduced into the record. The panel will not be bound by strict rules of legal evidence. It may receive any evidence deemed by the grievance hearing chair to be of value.
- 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

1. If at all possible, the person should first make an attempt to consult and work with the individual involved to resolve the matter;
2. 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.
3. 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.
4. 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.
5. The EOO will then render a decision on the matter within five (5) working days. The EOO will provide a rationale for the decision.
6. 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.

7. 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.