



**FACULTY
HANDBOOK**

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Averett University
Danville, VA

**AVERETT UNIVERSITY
FACULTY HANDBOOK**

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FACULTY HANDBOOK

INTRODUCTION

This *Handbook* is designed to provide information about the University, its expectations of faculty, policies and practices that govern the work of the University and to assist faculty in their work with students. Every effort has been made to assure the accuracy of this document as of the date of publication or revision. Should errors be found, please inform the Dean of Arts and Sciences or chair of the Faculty Handbook Committee in writing. Likewise, if you have suggestions for general improvement of the *Handbook*, please offer your ideas to the Dean's Office or to members of the Faculty Handbook Committee. Please refer any proposal for revision of *policies* documented herein to the responsible faculty committee, or to Faculty Council. The *Handbook* is updated at the close of each semester to reflect newly approved policies.

AVERETT ORGANIZATION

Governance

The purpose of Averett's governance is to achieve optimum results through the effective use of the University's internal and external resources.

Board of Trustees

Ultimate authority and responsibility for the Institution's governance are vested by the Charter and By-laws in the Board of Trustees. The Board's ultimate authority is affirmed through its general, academic, and financial policy-making functions and its responsibility for the University's financial health and welfare. The Board determines the mission of the University, reviews all activities intended to fulfill that mission, and reserves to itself the powers to appoint or remove the President approve earned and honorary degrees upon recommendation of the faculty establish and review the educational programs of the University approve the tenure policy of the University and grant tenure to members of the faculty on recommendation of the President establish annually the budget of the University authorize the construction of new buildings and major renovations of existing buildings authorize the sale and purchase of land, buildings, and major equipment advance the University through financial support and advocacy institute and promote major fund-raising efforts authorize officers or agents of the University to accept gifts for the University authorize changes in tuition and fees authorize the incurring of debts and securing thereof by mortgage and pledge of real and personal property, tangible and intangible make legally permitted delegations of authority by appropriate resolution subject to the Board's overall authority, appropriate responsibility is delegated to the President and administration and to the faculty as described in this document.

The **President** is authorized to appoint, employ, dismiss, and have direction over all employees of the University and members of the faculty and has responsibility, under the direction and advice of the Board, for formulating financial policy, appraising financial administration, and recommending appropriate action.

The **Faculty**, subject to the general oversight of the President and the Board, have the primary role in the academic program, including setting standards for admission, defining the requirements for completion of the various degrees offered by Averett, and carrying out the peer review processes that underlie academic integrity.

Administrative officers, subject to the general oversight of the President and the Board, manage the operations of the University, including support to the academic program, financial and physical operations, student life, athletics, fund-raising, the recruitment of traditional students. The faculty, acting mainly through committees, assists in the development and implementation of programs in these areas.

Academic Freedom

Averett University views academic freedom as an essential hallmark of the institution; however, it also recognizes that such freedom carries with it necessary obligations and restraints. As citizens, faculty are free to write or speak without fear of institution censorship or discipline; however, there must be recognition that the public may judge not only the individual but also the University and all academia by any statements that may be made.

Teachers are entitled to full freedom in research and in the publication of their results, subject to the adequate performance of other academic duties; there is the attendant responsibility for such research to meet the highest ethical and professional standards. In the conduct of their classes teachers are entitled to freedom in discussing their subjects, making assignments, and in other ways organizing their courses, including topics which may be controversial. Controversy is at the heart of the free academic inquiry which Averett's policy is designed to foster.

Definition of Faculty

Faculty are officers of the University (president, etc.), academic librarians, and all others who have instructional responsibilities. Teaching faculty are full-time or part-time faculty members who teach at least six credit hours per semester.

Teaching-faculty status, as defined in the *Constitution of the Averett College Teaching Faculty*, "is held by persons teaching at least six semester hours each semester, and by academic librarians.

Averett has full-time faculty members teaching in traditional, semester-based programs and in non-traditional programs where classes last four to ten weeks and are taken one at a time. The policies in this *Handbook* were first developed to fit the traditional program. It should be assumed throughout this document that the intent of the University is to provide for functionally equivalent application of policies in both the traditional and non-traditional programs.

Voting member

For voting purposes in general faculty meetings, faculty are those teaching six or more credit hours per semester, academic librarians, and the officers of the University whether they hold faculty rank or not.

Full-time/Part-time

A full-time faculty member is one who has an employment agreement with the University specifying responsibilities that include the equivalent of 24 semester hours of instruction per year. Part of the 24 semester hours may include administrative duties. Thus, the difference between an administrator and a faculty member is generally the inclusion of at least six hours of instruction per semester in the faculty member's annual contract.

Full-time faculty who are assigned to the non-traditional program have their work load calculated in terms of workshops rather than semester hours; currently the full-time teaching load for the non-traditional programs is set at 80 workshops. A part-time faculty member is one whose employment agreement specifies an annual teaching load equivalency less than 24 semester hours (or 80 workshops in the non-traditional program). A part-time faculty member has voting privileges and may be asked to serve on committees.

Librarians are faculty with no credit hour load. They provide information literacy instruction and 7 to 21 hours per week of reference service, devoting the balance of their time to developing academic library collections and services.

Adjunct Faculty

The University has occasion to employ individuals to teach on a course-by-course basis. These persons are considered to be “adjunct faculty”. Those faculty holding a rank modified by the term Adjunct do not have voting privileges, do not normally serve on standing committees and are not eligible for fringe benefits. Adjunct contracts carry no presumption of continued employment. Service at ranks modified by the term Adjunct will not count as a portion of the negotiated probationary period should an individual later be hired to fill a tenure-track position.

Lecturer

This title is given to persons with courtesy appointments to the faculty. Typically these are staff members of cooperating hospitals or laboratories where students do clinical work, as in medical technology. Lecturers do not attend faculty meetings nor do they participate in the governance of the University.

Faculty Council

The Faculty Council was created in 1977-78 with ratification of the *Constitution of the Averett College Teaching Faculty* by the Board of Trustees of the University.

The Faculty Council is the body of elected representatives from each interest area (see below) of the faculty and voted on by the faculty as a whole. It will provide leadership and continuity for the faculty, represent the interests and needs of the faculty to the administration, and exercise authority by the consent of the faculty as a whole.

1. The Faculty Council is composed of six members, one of whom is elected by the Council to serve as its president. Members serve two-year terms and may not succeed themselves. Procedures for nominations and election are outlined in the Constitution of the Averett University Teaching Faculty.
2. The functions of Faculty Council are as follows:
 - a. The Faculty Council will appoint the faculty representatives to appropriate standing committees. The Faculty Council may also appoint special committees to study specific problems that it feels cannot be handled adequately by the standing committees.
 - b. Faculty Council may convene meetings of the teaching faculty. Special meetings of the teaching faculty may be called, provided five days' notification is given to the faculty. The president of Faculty Council will serve as moderator of these meetings. In the absence of the president, any member of the Faculty Council may serve as moderator.
 - c. The Council will set the agenda for meetings of the teaching faculty. Faculty members may request inclusion of items for the agenda, preferably in writing, at least one week before a faculty meeting.
 - d. The Council may formulate and present motions to the faculty for action.
 - e. The Council will communicate official faculty action to the Dean of Arts and Sciences.
 - f. The Council will choose a vice-chair to serve as secretary and keep minutes of teaching-faculty meetings.

Departments

The Averett University faculty and academic programs shall follow a departmental form of organization. Each department shall have a chairperson (see below), and no department shall consist of fewer than two full-time faculty members.

Faculty Organization

1. Department Chairs shall be appointed in keeping with procedures identified below.
2. A list of departments and their chairs shall be published annually by the Office of the Dean of Arts and Sciences.
3. For purposes of electing members to various standing committees, the departments shall be combined into "interest groups". At present the following groupings are observed:

Group A	Aviation Equestrian Studies Psychology
Group B	Education Physical Education, Wellness and Sport Science
Group C	Biology Chemistry Computer Science and Statistics Mathematics
Group D	Art Music Religion Sociology Theatre
Group E	History English Modern Languages
Group F	Business Administration
Group G	Graduate and Professional Studies

Departmental Chairs

Department chairpersons are appointed by the Dean of Arts and Sciences or Dean of Graduate and Professional Studies. Chairpersons may serve more than one year.

1. The chairperson will assist faculty advisors and students who have questions regarding the major programs.
2. The department chairperson has responsibility for periodically evaluating the curriculum of the major program and making recommendations for any changes in the curriculum.
3. The department chairperson convenes the faculty of the major field to review matters of curriculum, scheduling, budgets, inventories, etc.
4. The department chairperson will assist in the identification of prospective faculty, interviewing candidates for positions and making recommendations to the Dean of Arts and Sciences or Dean of Graduate and Professional Studies as appropriate.
5. The department chairperson assists in the orientation of new faculty within the major field.
6. The department chairperson is responsible for all purchases charged against the program budget. All requisitions should have the approval of the department chairperson.
7. The department chairperson chairs the Tenure Review Committee for untenured faculty members in the program (see p. 26).

Faculty Committees

The involvement of faculty and staff in the planning and decision making processes of the University is highly desired. To this end committees are established to aid in carrying out the work of the University. There are two major categories of committees: a) standing committees to which faculty appointments are normally made by the Faculty Council, (expectations are noted in committee descriptions) and b) other committees to which appointments are made by the President. It is a practice to limit the length of service to three years for most of these committees. In the summer of each year the Office of Dean of Arts and Sciences publishes a list of committee memberships for the academic year. In addition to the committees listed below, various administrators may appoint *ad hoc* task forces or committees to perform specific tasks.

General Guidelines

1. Members of Faculty Council are elected in the last faculty meeting of the spring semester. They meet before the end of the month following spring commencement, under the leadership of the outgoing Council president, to elect a new president and appoint committees of the faculty for the following fall. A provisional roster of faculty and presidential committees is sent to all faculty by the Dean of Arts and Sciences as early in the summer as is feasible.
2. Areas may choose to select one or two representatives to serve on Faculty Council, Curriculum Committee and Academic Policies Committee. When names for two representatives are submitted the faculty will vote to choose between the two. When one name is submitted, that person will serve on the committee.
3. When a faculty committee has not elected its chair, the committee member having the longest tenure at Averett convenes the first committee meeting of the year.
4. Standing committees of the faculty meet at least once each year, by November 30, regardless of whether they have active agendas. Faculty Council may disband non-functioning committees.

Academic Policies Council. (Standing)

The Academic Policies Council serves as an advisory body to assist the Dean of Arts and Sciences in guiding the academic life of the University.

1. The Chair of the Faculty Council and one faculty member elected from each interest area are the voting members of the Council.
2. The Dean of Arts and Sciences serves as chairperson for the Academic Policies Council. The Dean of Arts and Sciences and the Dean of Graduate and Professional Studies serve without vote.
3. Meeting regularly, the Academic Policies Council receives recommendations from departments or from individual faculty members, makes recommendations to the faculty, and administers academic regulations such as academic discipline and certain readmissions. It serves as the academic planning body for the institution.

Academic Program Review Committee (Standing)

The Academic Program Review Committee will be elected at the November [election schedule to be decided –may be April] meeting of the Faculty and will serve

during the following [academic] calendar year. The first meeting of the year will be convened by the senior member of the faculty elected to the committee, and the chair will be elected from among the voting members. Voting Members consist of one faculty member from each of the Areas of the faculty, elected on rotating terms of three years each, and a representative selected from the Faculty Council. The Dean of Arts and Sciences and the Institutional Researcher serve as non-voting members of the committee.

The responsibilities of the Academic Program Review Committee will include:

1. Maintaining and revising (as needed) the process of program review. This includes monitoring the effectiveness of the process itself for individual programs and for the general education curriculum.
2. Getting programs started in the process at the appropriate times and during the appropriate years. Sometime during January the committee sees that all the programs to be reviewed that year have the information they need to get started.
3. Reviewing the reviews. In October the committee reviews the reports, making sure that the process had been followed, thus, ensuring consistency.
4. Directing recommendations based on the reports. Because the existing committee structure already handles academic areas this committee will not need to make its own recommendations.

Admissions. Traditional Day Undergraduate (Standing)

The quality of the student body is an important concern for the faculty, trustees, and administration. Policies governing admission standards, therefore, should reflect the deliberations of these constituencies. The Office of Admissions is the administrative body charged with primary responsibility for marketing the traditional undergraduate programs and for facilitating the first time enrollment of students at Averett University. The Admissions Committee provides a strong link for faculty involvement in key admissions issues.

The Dean of Admissions in consultation with the President and the Admissions Committee recommend undergraduate admissions policy for Averett University to the Academic Policies chair who then presents these changes to the Faculty for approval. Such policy includes the minimum basis for admission, special admissions, non-academic qualifications for admission and decisions on marginal candidates for admission.

I. GUIDELINES

1. The Admissions Committee is appointed by the Faculty Council and is advised by the Dean of Admissions. Appointments should be on a rotational basis. The Committee members have requested a two-year appointment. Another recommendation is a three-member curriculum cross-section of traditional faculty members to represent the traditional undergraduate students. The Committee will vote on a chair each year or

Faculty Council Chair will appoint one for the tenure of that Committee member.

2. Each year the committee monitors the admissions policies of the University by developing a profile of the freshman class which will be prepared with the assistance of the Admissions Office and Institutional Research. This profile is made available to all faculty members.
3. The Committee will review and vote on any candidate for admission that has been determined to be academically marginal for acceptance. The committee will also monitor those students accepted by the Admissions Office to assure consistency of standards.
4. The Committee will review files on a regular basis throughout the fall and spring semesters, and Summer when available, to review marginal candidates and consider policy issues. The Committee meets at the beginning of academic terms for policy review, orientation to the Committee for new members, and discussion.
5. The Committee will act as a liaison between the Admissions Office and the faculty of the University.

Detailed Admission procedures, and criteria are maintained by the Dean of Admissions

Animal Welfare. (Other)

The Animal Welfare committee will insure appropriate use of animals in research and courses at Averett. The committee will be charged to insure that all use of animals at Averett complies with university policy and any legally mandated regulations.

If a faculty member has specific requirements mandated by a professional organization or a granting agency, then the faculty member is responsible for requesting modifications to this set of guidelines.

Committee Membership

The President appoints the Animal Welfare Committee. Membership will consist of:

- A veterinarian who is experienced with laboratory animal science
- An individual who is not affiliated with Averett in any way
- Two members of Averett's faculty, representing different disciplines, who are trained in the design and methodology of research with animals and have carried out such research.
- A member of Averett's faculty whose primary concerns is outside the natural sciences and whose department is not already represented on the committee.

Members serve three-year terms, which may be renewed, but faculty members may not serve more than two consecutive terms. An alternate is named for each faculty member. The president will designate one member of the committee as chair to convene meetings and to take responsibility for documenting the activities of the committee. The chair serves for no more than three consecutive years as chair. In order to promote continuity, initial appointments will be made for periods of either one, two or three years.

Duties of the Committee

Review proposals for use of animals in research and education.
 Inspect facilities used for research and teaching with animals.
 Provide documentation of the committee's activity to the president's office.

Operation of the Committee

The committee meets once each semester at announced times and when deemed necessary by the Chief Academic Officer. Each member of the committee, including the chair, has a vote. Proposals must be approved by a majority of the committee before animals may be acquired or used.

Review of proposals

Educational and research use of live animals must be reviewed by the Animal Welfare Committee. Faculty members are responsible for submitting protocols for their own research, for the research of students they supervise and for instructional use of animals. Proposals must include:

- Description of the planned use of animals
- Statement of scientific and/or educational merit
- Description of use and treatment of animals (including species, source, numbers, housing, procedures, and disposal)
- Approval of faculty sponsor (if submitted by student)

All members of the Animal Welfare Committee review all protocols for use of animals at Averett to determine that the use complies with university policy and any legally mandated regulations. The committee evaluates only (1) educational and scientific merit and (2) methods and procedures. Members must complete their review within two weeks of receiving a copy of the proposed protocols.

Opposing views should be documented in the permanent records of the committee. If a committee member makes a proposal for animal use, he or she will be replaced by an alternate for review of that proposal only. In the event of a tie vote in such a situation, the chief academic officer will convene the committee, facilitate a discussion, and, if the committee remains tied, the chief academic officer will cast the deciding vote.

The chair will inform the proposer of the committee's action by letter within three weeks of receiving a proposal. If the protocol is rejected, the letter will explain the reason(s), and the committee will make itself available to the faculty member to discuss its reasoning and any possible changes to make the protocol acceptable.

Approval of the use of animals for instructional or experimental purposes will expire after three years. At this time, the proposal must be resubmitted for approval. In order to avoid unnecessary repetition of highly similar procedures across the curriculum, each course and/or research proposal requires separate approval even if the same protocols will be used.

Inspection of Facilities

The committee will inspect the facilities used for research with animals, including housing and research sites at least once each year. A record of the committee's findings will be submitted to the president's office. If any deficiencies are reported, a reasonable plan for correcting the identified problems will be provided by the faculty member responsible for the facilities.

Documentation of Activities

The office of the president will maintain permanent records of the Animal Welfare Committee's activities.

Budget. (Standing)

Chaired by the Vice President for Administration and Finance, this committee is composed of one trustee, the Faculty Council, the Staff Council, and one student. The committee reviews the budget requests submitted by departments and directors; guided by the goals set by the Strategic Planning Committee, sets budgeting priorities for the year; and presents a balanced budget to the President prior to the spring meeting of the Board of Trustees.

The committee gathers data on institutional needs and advises the administration on funding priorities, identifying connections between strategic planning and the budget process.

Commencement Speaker. (Standing)

Chaired by the President, this group recommends to the President persons to be invited to address the commencement exercises of the University.

Concert-Lecture. (Standing)

Part of the University's mission is to promote a stimulating educational environment. The Concert-Lecture Committee supports that mission by serving as a cultural resource to the University and the community, sponsoring programs of artistic, cultural, and intellectual quality for its constituents.

The Concert-Lecture Committee oversees all administrative aspects of the Concert-Lecture Series, selecting events which enrich the overall intellectual and artistic climate of the University as well as of the community. All events are offered on the campus and are open to the public.

1. The Concert-Lecture Committee is composed of the following:
 - a. the Dean of Student Development (chairperson)
 - b. two at-large faculty members (appointed by Faculty Council)
 - c. a faculty member from the performing arts (appointed by Faculty Council)
 - d. the Director of Student Activities
 - e. a student majoring in the performing arts (appointed by SGA Executive Committee from a list of nominees provided by the theater and music departments)
 - f. a student member at-large (appointed by SGA Executive Committee)
2. Faculty members should serve three-year terms and then rotate off; one year should intervene before reappointment.
3. The committee should invite the director of News and Publication to participate in meetings that call for their expertise.
4. Four members must be present to constitute a quorum.
5. Typically the committee will make its decisions by consensus.
6. At the discretion of the committee, a member who misses three consecutive meetings may be replaced. Such replacement appointments will follow the same guidelines which governed the original appointment
7. Events will be contracted by the President or the Vice President for Finance and Administration.
8. All events will be scheduled on the Averett Calendar of Events and will be held on the University campus.
9. The Committee may solicit funds, via the office of Institutional Advancement, to supplement the administratively appropriated budget. Such moneys as are raised through solicitations are to be spent in the next budget year and incorporated as part of that budget.
10. Responsibilities for budget, contracts, and promotion will rest with the committee.

Curriculum. (Standing)

This committee reviews all curricular changes for graduate and undergraduate programs. It also supervises the curriculum review process. A faculty member serving on

the committee chairs it. Ex officio members include the Dean of Arts and Sciences, Dean of Graduate and Professional Studies, a librarian, and the Registrar.

Faculty representatives are elected by the general faculty to three-year terms, following nomination from their interest areas. Each area may nominate either one or two candidates for the position.

The Curriculum Committee reviews all proposed curricular changes and recommends to the faculty any modification to the curriculum. The curriculum committee may on its own approve courses as writing or oral intensive and may approve changes in course names, numbers, or catalog descriptions. Requests for adding or deleting courses, majors, minors, concentrations, graduate or undergraduate programs, or general education requirements will be recommended to the faculty only after approval by the curriculum committee. It also is charged with the responsibility for continual examination of the curriculum.

Faculty Advisory Committee on Intercollegiate Athletics. (Standing)

This committee represents faculty interests concerning intercollegiate athletics. The committee advises and consults with the President and the Athletic Director on all matters relating to the intercollegiate athletic program thus performing for athletics a function similar to the function of Academic Policies Council for academics.

1. Voting membership of the committee shall be composed of six members appointed by the Faculty Council.
2. The Athletic Director is an ex-officio member of the committee.
3. The Committee elects its own chairperson, who calls its meetings.

Faculty Affairs. (Standing)

The Faculty Affairs Committee oversees the tenure-review process, it serves as a board of appeal for candidates whose tenure has been denied, and it serves as a grievance committee and investigative body for those faculty members who believe themselves unfairly treated regarding rank, promotion, academic freedom, workload, termination, or in any other matter related to their employment.

1. Composition of the committee:

The committee shall be composed of nine members appointed by the Faculty Council, all of whom shall be tenured members of the faculty. The committee members shall choose their own chairperson at the first called meeting of the school year. Chairpersons may be re-elected as long as they serve on the committee.

2. Procedures for appeal to the committee: [Referred from Tenure Section]

- a. Any individual or group of the University faculty may appeal to the Faculty Affairs Committee an allegedly unjust or inappropriate interpretation or application of University policy.
- b. The individual or group must present a written rationale for a hearing to the chairperson.
- c. The committee must decide whether or not to hear the complaint at its next regular meeting.
- d. If the committee agrees to hear the complaint, it shall be entitled to access to all relevant information.
- e. The committee may act on the complaint at the time of the hearing or meet again to determine action.
- f. The committee findings shall be directed to the appropriate University official.

Faculty Handbook Committee. (Standing)

The committee is charged with periodic review of the Faculty Handbook. It is composed of seven tenured members appointed by Faculty Council. Members represent each academic area and the library, and serve three year overlapping terms. The Dean of Arts and Sciences is an ex officio member.

Revisions to handbook are approved by appropriate faculty committees or by Faculty Council, and then referred for a vote of the full faculty.

Faculty/Staff Gift. (Presidential)

This committee is appointed by the President and is charged with providing appropriate remembrances to faculty and staff in instances of illness or bereavement.

Financial Aid and Scholarships. (Presidential)

Financial Aid has become an increasingly important activity particularly to private higher education. It has also become more complex. As costs of education continue to rise, and competition for qualified students continues, the availability of financial assistance will become even more important in assisting the University to achieve its goals with respect to accessibility and to the composition of the student body. Financial aid sources include federal grants and loans; state grants, loans and scholarships; University-funded scholarships, both endowed and from the general operating fund as well as various independent sources. The primary focus of this committee is on the allocation and use of private and institutional funds.

The Financial Aid and Scholarship Committee is charged with responsibility for selecting and reviewing the appropriateness of financial aid awards to students at Averett University. The Committee shall provide a link to the faculty regarding the use of private and University resources for students at Averett. This Committee will be principally responsible for selecting the Trustee, and all Private Scholarship recipients. The Financial Aid Office will keep the Committee informed of awards made and of their effectiveness on enrolling and retaining students.

1. The Financial Aid and Scholarship Committee is appointed by the President of the University and is primarily responsible to the Vice President for Finance and Administration.
2. Membership on the Committee shall consist of the Director of Financial Aid, who chairs the Committee, the Financial Aid Advisor, the Vice President for Finance and Administration. Faculty members shall serve for no longer than a three-year period.
3. The Committee will review and select recipients of all Private, Trustee and Presidential scholarships.

4. Deadlines:

- | | |
|-------------|--|
| January 15 | - The value of each scholarship shall be determined |
| February 15 | - The Committee shall begin the selection process |
| April 1 | - All possible private scholarships shall be awarded |
| May 10 | - Declined Private Scholarships shall be re-awarded. Trustee and Presidential scholarships shall be re-awarded up to the established limit by the Leadership team. |

5. Reporting

The Committee shall provide a report to the President and each member of the committee of its decisions on March 1, May 15, July 15, and September 15.

6. Private Scholarship Guidelines

Private scholarships include all scholarships that are privately endowed and under the control of Averett University. Each scholarship is named and given with a signed agreement by the donor. A minimum amount for these funds is established by the Board of Trustees.

General Guidelines

1. Income is defined in three parts:
 - a. Earnings: Earnings comprise interest and dividends earned in any 12-month period.
 - b. Appreciation/Depreciation: As the stock and bond market values fluctuate, the appreciation/depreciation is recognized.
 - c. Total Return: Total Return is the summation of earnings and appreciation/depreciation.
2. All earnings in each account within the Endowment Fund shall be used by the school under the guidelines established for the Endowment Fund by the Board of Trustees.
3. The earnings of the Endowment Fund shall be determined by the Investment Manager and allocated to each endowment account based on the market value of the allocated pooled fund. The value for the individual scholarships will be based on the June 30th earnings for the previous year.
4. The Admissions Office shall have the responsibility for the publication of information to students concerning these scholarships.
5. The Financial Aid Office shall have the responsibility for the selection of eligible persons and allocation of all scholarship funds, all deadlines pertaining to these funds, and notification to students and the Business Office.
6. The Financial Aid Office shall maintain a list of all private scholarships.

General Education. (Standing)

The Committee monitors Averett's general education program and develops a general education assessment plan. The committee is comprised of representatives from each interest area and makes recommendations to the faculty through the Curriculum Committee.

- 1) The General Education Committee designs and/or approves proposals that affect the core curriculum and submits them to the Curriculum Committee;
- 2) It assists faculty in making core curriculum proposals based on student learning assessment research;
- 3) It cooperates with general education faculty to gather evidence to document attainment of core competencies;

- 4) It ensures that the above tasks are completed in a recurring cycle;
- 5) An Averett administrator and the Director of Institutional Research and Effectiveness serve as *ex officio* members of the committee; and
- 6) The committee elects someone from its membership to serve as chair.

Hearing Board. (Standing)

Two members of the faculty are appointed by faculty council to serve on this student judicial body.

Honorary Degrees. (Standing)

Averett University's honorary degrees shall be granted in recognition of outstanding accomplishments and as a reward for outstanding service. They shall be reserved for men and women noted for their leadership, service, and contributions to their respective fields of endeavor. Candidates may be considered in the light of their literary, social, business, industrial, religious, scientific, or educational contributions. It is the intention of the University to honor such outstanding service.

1. Nominations for honorary degrees may come from persons immediately related to Averett University or from friends of the University.
2. The route of approval for honorary degrees shall be
 - a. approval by the Committee on Honorary Degrees
 - b. approval by the President of the University
 - c. approval by the faculty
 - d. approval by the Board of Trustees
3. The Committee on Honorary Degrees shall be composed of five members of the Averett community--one administrator, one alumnus, one trustee, and two faculty members. Service on the committee shall be for two-year terms. The President of the University shall appoint the non-faculty members. The faculty members of the committee shall be elected by the faculty upon nomination of the Faculty Council. The Committee shall elect its own chairman who in all instances will continue to be a voting member.
4. In addition to other committee duties, the administrator on the Committee shall be responsible for research into the accomplishments of nominees and shall prepare biographical information emphasizing such accomplishments, activities, memberships, and special honors as will be helpful in the process of consideration.
5. The Committee shall also determine which honorary degree is appropriate to each candidate. Possible choices include Doctor of Law, Doctor of Humane Letters, Doctor of Social Service, Doctor of Commercial Science, Doctor of Science,

Doctor of Divinity, Doctor of Humanities, Doctor of Fine Arts, and Doctor of Literature.

6. Since personalities rather than issues are at stake, the faculty will vote by secret ballot for persons recommended for honorary degrees.
7. Honorary degrees shall be conferred at graduation exercises or at other appropriate convocations. Recipients must be present for the conferring of degrees.
8. The suggested time table for the approval procedure is as follows:
 - a. Spring and summer--Committee on Honorary Degrees meets to discuss nominees
 - b. September--final approval of nominees by Committee
 - c. Late September--presidential action
 - d. October--Faculty meeting--faculty approves or rejects nominees
 - e. November--Board of Trustees meeting--trustees approve or reject nominees

Honors Program. (Standing)

Chaired by the Honors Program Director, the faculty members of the committee will be appointed by the director, one from each interest area. Two students also sit on the committee, which is responsible for the specific courses in the program, admission to the program, and an annual evaluation of the program.

Human Research. (Other)

Committee membership will include one representative from Sociology, Psychology, Physical Education, and Business.

Institutional Advancement. (Presidential)

Chaired by the Vice-President for Institutional Advancement, this committee serves as a liaison between the faculty and the institutional advancement office of the University.

Judicial Hearing Board. (Standing)

This committee functions under the auspices of the Office of Student Development which provides three staff members and calls its meetings. The work of the hearing board is described by the *Student Handbook* and the University catalog. Faculty Council appoints five members to this committee.

Library. (Standing)

The Library Committee advises the Library Director on matters of general library policy, the development of library resources, and the means that may best integrate the library program with other academic activities of the University.

1. A faculty member other than the Library Director is elected by the committee to serve as its chair. Five members are appointed by Faculty Council and represent the academic interests of the University.
2. Meetings are called by the chairperson or the Library Director.

Professional Development. (Standing)

The Professional Development Committee is responsible for the planning and implementation of activities and programs to facilitate the professional growth of the faculty.

1. Faculty Council appoints the members and chairperson of this Committee. Meetings are called by the chairperson.
2. It assists with workshops designed for professional and instructional development.
3. This committee will be asked to help with the allocation of faculty development funds when additional funding is needed for research, trips, presentations, etc.

Safety. (Presidential)

In order to assure the safety and well-being of all members of the Averett University community, a safety committee is established to recommend policy and procedures and to monitor adherence.

Membership on the Safety Committee is as follows:

Vice President for Finance and Administration, Chair
 Athletic Director
 Director of Physical Education/Athletic Facilities
 Intramural Director (Staff)
 Dean of Graduate and Professional Studies
 Bon Appetite (Food Services)
 Aramark Director (Environmental Services)
 Associate Dean of Student Development
 Director of Security

The Committee meets on call by the chairman.

Strategic Planning. (Standing)

The university's Strategic Planning Committee, consisting of members from all parts of the university community, including two faculty members chosen by the Faculty Council, is chaired by the president. The committee monitors performance using the Strategic Plan's measures and works on revisions as needed.

Student Development. (Standing)

The Student Development Committee will screen and recommend to the Faculty all eligible students for nomination to Who's Who Among Students in American Universities and Colleges. It will serve as an advisory group to the Dean of Student Development. And it will serve as consultants for orientation and other programs as deemed appropriate by the Dean of Student Development. Faculty Council will appoint seven faculty members.

1. The Dean of Student Development serves as chairperson of this committee.
2. Meetings are called by the chairperson.

Teacher Education. (Standing)

This Committee coordinates the program of teacher education and administers policy relating to the admission of students to that program. It also acts as an advisory body to the Dean of Arts and Sciences in making recommendations concerning the development of teacher education.

1. The chairpersons for this Committee are the Director of Teacher Education and one other faculty member outside of the Education Department. The other members represent each academic discipline which prepares students for secondary school certification. Members are appointed for indefinite terms by the Dean of Arts and Sciences in consultation with the Director of Teacher Education.
2. Meetings are called by the Committee's chairperson.

Technology Committee. (Standing)

Faculty Council will appoint members along with the IT Director as ex-officio.

SELECTION AND RETENTION OF FACULTY

The Dean of Arts and Sciences is responsible for recruitment of traditional faculty, and the Dean of Graduate and Professional Studies for recruitment of Graduate and Professional Studies Faculty. Hereafter, "Dean" denotes the academic dean responsible for the program into which faculty are recruited, and for which subsequent tenure and promotion recommendations are made. The academic deans shall operate with a similar procedure for faculty selection and retention.

Recruitment

When a faculty position is available, that position is advertised in *The Chronicle of Higher Education* and/or other appropriate publications. Graduate schools in the region that have appropriate programs may also be notified. Advertising of vacancies is the responsibility of the Dean.

The Dean collects the resumes and makes them available to the department. The department chair and other members of the department review the resumes and may recommend up to three candidates to the Dean for interviewing. The Dean's Office normally handles arrangements for the interview.

The faculty must have the appropriate academic credentials and, in every instance, within the limits of budgetary constraints, faculty with the highest of possible earned degrees shall be secured. In exceptional instances, persons with outstanding equivalent qualifications may be employed, even without the terminal degree.

Evaluation of teaching performance and potential for outstanding instruction shall be the first consideration. In no instance shall a person be hired without letters of reference. In most instances, telephone confirmation of recommendations will be secured.

The Dean advises every candidate recruited for a tenure track position that tenure credit is negotiated before hiring and placed in the employment contract. For persons tenured at an accredited college or university, in the position held immediately before employment at Averett, the Averett probationary period is three years.

The University shall make clear to any potential faculty member that it expects faculty members to identify with the total institution and its full program, not merely with their academic disciplines or classroom functions. Teaching occurs in informal contacts as well as in the office and classroom; thus, advising, committee work and general support of the entire University is expected of all faculty members. In a small university it is not only necessary that faculty be excellent teachers who make meaningful contributions to scholarship and service, but that they also be respectful of students and colleagues.

Recruitment of Adjunct Faculty

Adjunct faculty must meet all of the same criteria as full time faculty for teaching the courses to which they are assigned. The Dean's Office will acquire and maintain all transcripts and supporting documentation. The recruitment decision is initiated by the department chair, in consultation with appropriate faculty, or by a designated administrator (GPS), and then approved by the Dean.

Appointment

After the interview process and careful checking of credentials and references, the department chair makes a recommendation to the Dean. If the Dean concurs (the Dean has the right to refuse any or all recommendations), he/she will negotiate with the prospective faculty member on matters of rank and salary. To the extent possible, a clear expectation of the candidate's accomplishments during the initial years of employment will be negotiated with the candidate. No faculty member is appointed with tenure. Credit toward tenure is negotiated before hiring and placed in the employment contract. When negotiations are complete, the Dean recommends employment to the President who initiates all contracts. Upon receipt of the signed contract, the Dean notifies the unsuccessful candidates for the position.

Reappointment

Notices of salary offers for the next academic year are typically sent prior to graduation, following the approval of the proposed budget for the ensuing year by the Finance Committee of the Board of Trustees. In the event the University does not intend to extend the contract of an untenured faculty member, the President of the University will provide notification of such action to the faculty member in writing by March 15.

Faculty Rank

Academic rank at Averett University reflects a combination of levels of preparation, years of experience, quality of contribution and seniority at the University. Averett appoints at the following ranks: Instructor, Assistant Professor, Associate Professor, and Professor.

Modified Rank

The interests of the university also require the appointment of faculty to certain modified ranks. Modifiers include, but are not limited to, Visiting, Excellence, and Adjunct; these designations are then used to modify the ranks enumerated in the Faculty Rank section of this Handbook. In all cases, faculty holding a modified rank must meet all of the same criteria for appointment and promotion as faculty holding an unmodified rank, including having the requisite credentials for teaching the courses they are assigned.

Endowed Professorships

The University has two endowed professorships, the W. C. (Dan) Daniel professorship in history and political science and the Elizabeth Walker professorship in chemistry, which carry salary enhancements and funds for research support.

Initial Appointment

Rank at initial employment is determined by the Dean and the departmental chairperson. Only in extraordinary circumstances are new faculty employed at a rank higher than that held at the previous institution.

Minimum Qualifications

The following minimum qualifications must be met for appointment or promotion to each faculty rank.

Instructor. A master's degree or the equivalent, with a minimum of 18 graduate hours in the field of instruction.

Assistant Professor. A terminal degree in the teaching field, as defined by the appropriate scholarly or professional organization and recognized by the AAUP. Holders of a master's degree who have completed at least 18 additional semester hours in their teaching field and who have three or more years of successful full-time teaching experience in a regionally accredited college or university also may be appointed to this rank.

Associate Professor. A terminal degree in the teaching field, and at least five years of service at the rank of assistant professor at an accredited college or university. The candidate shall have demonstrated scholarly attainments, professional achievements and ability as an outstanding teacher. An assistant professor holding a master's degree in a field where the doctorate is considered terminal, but who has for ten years demonstrated scholarly attainments, professional achievements and ability as an outstanding teacher, also may be considered for promotion to Associate Professor.

Professor. An earned doctorate or terminal degree specified by the regional accrediting association or the equivalent in the field of instruction. A minimum of ten years of successful full-time teaching in a recognized regionally accredited institution and demonstrated scholarly attainments, professional achievements and ability as an outstanding teacher. Normally, five years of the experience will have been at the rank of associate professor. In addition, the candidate shall have demonstrated a compatibility with the standards and purposes of the University.

Procedure for Promotion

Applications for promotion may be initiated by either the faculty member or the departmental chairperson. Recommendation is made to the Dean of Arts and Sciences or Dean of Graduate and Professional Studies. Documentation, which attests to the teaching excellence of the faculty member as well as scholarly and professional accomplishments, must accompany the recommendation.

Promotion decisions will be made by the time of annual notification of salary offers. If the Dean denies promotion, a written explanation will be sent to the candidate and department chair by the time of salary notification.

Promotion from one academic rank to another and from one salary level to another constitutes recognition of service to the University, academic achievement, and teaching effectiveness. Therefore, promotion shall not follow automatically when a faculty member has met the academic and experience qualifications of the next rank, nor when he or she has served a certain number of years. Rather, the following criteria will guide department chairs and the Dean of Arts and Sciences in making recommendations to the President concerning promotion:

1. evidence of effective teaching.
2. evidence of a strong sense of professional responsibility.
3. interest in scholarly pursuits, including continuing study in the faculty member's academic discipline.
4. attainment of excellence in teaching, scholarship, or service.
5. evidence of appropriate professional involvement beyond the University.
6. willingness to exercise responsibility and/or leadership in faculty and academic affairs.
7. length of service at the University.
8. commitment to the philosophy and goals of the institution.
9. availability of funds.

Promotions are not automatic, and length of service at one rank is not the major factor in promotion decisions.

Deadline Dates for Promotion

January 31

Application for promotion submitted to Dean

April 15

Faculty notified in writing on promotion decision

Salary offers to all faculty members

TENURE

Although Averett University has not adopted the AAUP Statements regarding tenure as binding policy, we also hold that universities are conducted for the common good and not to further the interests of either individual faculty or the University as a whole. The common good in turn depends upon the free search for truth and its free dissemination.

Academic tenure is a means of ensuring the freedom to teach and to do research with a sufficient degree of economic security to make the profession attractive to men and women of quality. Tenure was not designed, nor does Averett University use it, to grant lifetime employment security. The University looks upon the awarding of tenure as a statement of faith in the continued excellence of the faculty member based on past performance. Tenure is a commitment of the University to the faculty member and of the faculty member to the University.

Procedure for Awarding Tenure

Most faculty positions (those with unmodified academic rank) are considered to be on tenure track. Persons holding part-time contracts and administrators are not normally eligible for tenure. The probationary period for tenure track faculty is a minimum of six years. For persons tenured at an accredited college or university, in the position held immediately before employment at Averett, the Averett probationary period is three years. Faculty members who hold part-time status at Averett and become full-time faculty members will have earned years toward tenure by using the following formula: nine courses taught under part-time faculty contract equal one tenure year. The years of part-time teaching shall not exceed three tenure-track years given in one-year increments.. This policy does not include faculty holding a rank modified by the term Adjunct. Adjunct faculty will receive contracts for individual courses.

After the sixth year of employment at Averett University, a full-time faculty member is eligible for tenure. Tenure is not extended to part-time faculty; however, such faculty members are to enjoy the rights of academic freedom and the protection of due process. If a new faculty member comes to Averett from a tenured faculty position at another accredited institution, he or she will be eligible for tenure after the third year of employment.

The pre-tenure period is a time for faculty and their colleagues to assess the value of continued appointment and ultimately tenured appointment at Averett University. Teaching, scholarship, and service are the primary criteria considered. Other factors, including but not limited to philosophical compatibility, changes in academic programs that occur after the candidate was hired, and individual research or teaching interests may influence the judgment of candidates, tenure committees, and administrators.

As a supportive process, pre-tenure review necessitates a careful assessment by the candidate and committee that the candidate, institution, and most importantly students will benefit from his or her continuing appointment. If evidence of adequate progress or appropriate fit with the institution is clearly lacking, denial of continuing appointment is preferable to denial of tenure following year six. It is the responsibility of the tenure committee chair to ensure that the candidate is informed of the committee's expectations, including:

1. evidence of effective teaching.
2. evidence of strong sense of professional responsibility.
3. interest in scholarly pursuits, including continuing study in the faculty member's academic discipline.
4. evidence of appropriate professional involvement beyond the University.
5. willingness to exercise responsibility and/or leadership in faculty and academic affairs.
6. commitment to the philosophy and goals of the institution.

Deadlines for Pre-tenure Review:

January 1

Colleague of choice selected by first year faculty and reported to chair of Faculty Affairs Committee

January 31

Supporting pre-tenure materials submitted to committee by untenured faculty

February 28th

Deadline for pre-tenure committee meetings. Each committee member meets with the candidate prior to this meeting.

March 5

Pre-tenure committee chair meets with faculty member to discuss evaluation

March 10

Written pre-tenure committee evaluation submitted to Dean

March 10

For each sixth year candidate having a positive recommendations from Tenure Committee, tenured faculty of the institution vote by secret, unsigned ballot for or against recommending tenure

March 10

Results and list of faculty participating in each vote for or against tenure submitted to Dean

Administrative Deadline Dates

March 15

Candidate notified in writing of decision against continuing appointment or tenure

Candidate notified in writing of decision to award tenure

April 15

Salary offers to all faculty members

Process for Pre-tenure Review:

1. A Tenure Committee shall be established to evaluate and encourage untenured faculty members annually during the period of pre-tenure employment. Responsibility for establishing tenure committees shall belong to the Faculty Affairs Committee. The Tenure Committee for each individual will normally be composed of
 - a. the department chairperson¹
 - b. one faculty colleague chosen by the new faculty member (must be chosen and his or her name forwarded to the chair of Faculty Affairs by January 1 of the first year of employment)²
 - c. one member of the Faculty Affairs Committee
 - d. one faculty member from the department or a related discipline (appointed by the Faculty Affairs Committee)

2. Meetings of the Tenure Committee
 - a. During the first year of employment, each member of the tenure committee shall have an individual conference with the new faculty member prior to the meeting of the full committee. These meetings are for personal support and general evaluation of the new faculty member.
 - b. Candidates for tenure shall be informed of the date of the full committee meeting and asked to submit all required documentation by January 31st.
 - c. The full committee shall meet by February 28th and submit a written evaluation to the candidate, with a copy to the Dean, by March 10th.

¹ If the faculty member under tenure review serves also as department chairperson, or if the department chair is unavailable for an extended period, a suitable substitute from the department or a closely allied discipline shall be appointed by the Faculty Affairs Committee.

² The candidate may reconsider his or her choice for colleague of choice at the end of the third year.

- d. The chair of the tenure committee (usually the candidate's department chair) shall be responsible for initiating these and all other meetings of the committee. In the event that the candidate is a department chair, the Tenure Committee chair is chosen by the Faculty Affairs Committee either from the same department or from a closely allied discipline.
 - e. All members of a tenure committee must participate in and contribute to the discussion for the Committee to make a recommendation for or against either continuing appointment or tenure. If a committee member cannot be physically present at the meeting, he or she will be afforded full participation in the discussion via telephone conference or, if necessary, asynchronous (electronic or written) communication.
3. When the Tenure Committee meets, the following items must be on the agenda:
 - a. A consideration of the student evaluations in conjunction with the grade distribution profile and the level of the courses taught.
 - b. An evaluation of the faculty member's contributions to the total life of the University community. Each member of the committee should contribute to this discussion.
 - c. A decision to recommend continued employment and/or tenure.
 - d. The department chairperson should prepare an evaluation summary listing strengths and areas that need improvement.
 - e. A brief personal interview with the faculty member shall be at the discretion of the faculty member.
 4. By January 31st, the candidate shall submit documentation, including an inventory of portfolio items that cannot be duplicated, to each member of the committee. The committee chair provides any materials that cannot be distributed prior to the meeting, including grade distributions and student evaluations.
 5. Each year the Tenure Committee shall provide a written evaluation of the faculty member that shall be signed by each member of the Committee. Letters from the committee should list which of the items suggested in part 3 (above) were used in the evaluation process and any additional documentation or testimony that was considered. The chair shall schedule a meeting with the faculty member to discuss the evaluation not later than March 5th.
 6. A copy shall be given to the faculty member and one copy shall be deposited in the faculty member's permanent file that shall be kept in a locked file drawer in the office of the Dean of Arts and Sciences. It shall be the task of the tenure committee chair to see that this is accomplished by March 10th.
 7. The Tenure Committee shall make its recommendation concerning tenure in writing by March 1 of the sixth year of employment (by March 1 of the third year for those employed who had tenure at another institution). A copy of this recommendation shall be given to the faculty member and one copy shall be placed in the faculty member's permanent file located in the office of the Dean of Arts and Sciences.

- Recommendations from the committee must include an inventory or summary of the factors and documentation considered, sufficient for the dean, president, and Faculty Affairs Committee (in the event of an appeal), to assess the process. It shall be the responsibility of the dean to inform the faculty member of the Committee's recommendation.
8. Upon a positive recommendation by the Tenure Committee, the tenured faculty of the institution will vote by secret, unsigned ballot for or against awarding tenure on or before March 10 of the sixth year of employment. Three impartial representatives from the Faculty Affairs committee will supervise the election and communicate to the Dean of Arts and Sciences a list of persons voting and the tally of the vote. The three supervisors will take an oath of secrecy regarding the tally.
 9. The Dean shall forward the Tenure Committee's recommendation and the tenured faculty's recommendation to the President along with his or her recommendation. The President makes the decision to award or not to award tenure. No reasons are given when making a negative decision regarding tenure.
 10. The Faculty Affairs Committee shall serve as an appeals committee. Any tenure committee member, or the faculty member being evaluated, may appeal any decision made by the tenure committee. Should this occur, the Faculty Affairs Committee should make a full review of the matter and present its decision to those concerned and the President. (See p. 16. Faculty Committees. Faculty Affairs. Procedures for appeal to the Committee.)
 11. In the event that tenure has been recommended by the tenured faculty and is denied by the President, the faculty member may appeal to the Faculty Affairs Committee. Upon hearing the appeal, the Faculty Affairs Committee may ask the President and the Dean to meet with them to review the matter and to reconsider the decision. However, the final decision still rests with the President.
 12. Denial of continuing appointment or tenure
 - a. A recommendation against continuing employment is not necessarily a reflection on the quality of a candidate's performance. In addition to unmet expectations for teaching, scholarship, and service, the possible reasons for the University denying, or the candidate declining, continuing appointment can be philosophical incompatibility, changes in academic programs occurring after the candidate was hired, and research or teaching interests that cannot be satisfied at Averett. Accordingly, faculty with at least three years of service to Averett will receive 12 months notice if their appointment is not continued.

- b. The pre-tenure probationary period shall not exceed seven years. If a decision against tenure is made in the sixth year, therefore, the faculty member will automatically be offered a contract for a seventh and final year.
13. The contract of a faculty member having tenure may be terminated only for one of the following reasons:
- a. Financial exigency. The University may terminate the contract of a faculty member having tenure when an extraordinary financial exigency clearly and demonstrably exists or when there is an exceptional case of bona fide phasing-out of an institutional program. If a faculty member's contract is terminated for such reason, every reasonable effort should be made to provide him with one year's notice and all reasonable assistance in obtaining another position should be provided him.

In addition to general financial exigency that may require the termination of a program, the University may also declare financial exigency to exist within a department or program under the following guidelines:

A parity level of student credit hours taught during a normal contract period shall be determined for each department on the basis of the number of student credit hours taught by the department in recent years. This level must be acceptable both to administrators and to the department members. However, if agreement cannot be reached, the level will be set by the Board of Trustees. A critical variation shall be established by dividing the parity number by the number of regular full-time equivalent faculty in the department. For example, if parity is established at 900 and the department has three full-time instructors, the critical variation will be 300. If the number of student credit hours taught in a department decreases by more than critical variation for two successive years, a financial exigency exists in that department and action must be taken by the University to prevent a general financial exigency. When a departmental financial exigency occurs, the policy of continuous tenure will not prevent the reduction of the number of persons employed in the department. However, non-tenured personnel will be released before any tenured position is terminated. In a full-tenured department the persons to be retained will be identified by such criteria as length of service at the University, professional qualifications, rank, and the capacity to perform the duties required by necessary special curricula within the department. The termination of any tenured positions will be subject to due process as outlined under "Grievance Procedure" below and to automatic review by the Board of Trustees in the year in which a tenured person has been given notice of termination of appointment.

At five-year intervals the parity levels and critical variations will be reviewed and changed or re-established by mutual agreement of the Board of Trustees and the administration and the departmental faculty members.

- b. Serious physical or mental disability. When it is established by competent professional judgment and supported by the right to appeal to a fair hearing, such

disability shall constitute due cause for granting a sick-leave and in the absence of recovery, eventual termination of tenure.

- c. Gross and willful neglect of professional responsibilities. A faculty member has the responsibility to support sound professional practices, including the implementation of duly formulated educational policies in his classes and in faculty, administrative, and student relationships. Charges of gross and willful neglect of professional responsibilities shall not be used to suppress or restrict the right of a faculty member to disagree with University policies. However, if the disputed policy has been reaffirmed through regular channels of faculty and administrative authority, the faculty member has a clear obligation to comply with the policy and shall be given every reasonable opportunity to do so.
- d. Moral irresponsibility: Acceptable moral conduct is expected of each faculty member.
- e. Insubordination
- f. Ethical misconduct

Appeal of Revocation of Tenure

The Faculty Affairs Committee serves as a grievance committee and investigative body for those faculty members who believe themselves unfairly treated regarding rank, promotion, academic freedom, workload, termination, or in any other matter related to their employment. (See also p. 16. Faculty Committees. Faculty Affairs. Procedures for appeal to the Committee.) In other cases, see “Grievance Procedure” below.

1. In cases of dismissal of a tenured faculty member, the faculty member will be notified by the Dean of Arts and Sciences.
2. If the aggrieved faculty member and the administrative officer come to agreement in mutual discussion, no other action will be undertaken.
3. Procedures for a faculty member's appeal to the Faculty Affairs Committee are as follows:
 - a. Any individual or group of the University faculty may appeal an allegedly unjust or inappropriate interpretation or application of University policy to the Faculty Affairs Committee.
 - b. The individual or group must present a written request for a hearing to the Chairperson. The request must define the basis for the complaint.
 - c. The committee must decide whether or not to hear the complaint at its next regular meeting.

- d. If the committee agrees to hear the complaint, it shall be entitled to access to all relevant information.
 - e. If witnesses are involved, both the faculty member and an administrative officer should be present at the hearing.
 - f. The committee may act on the complaint at the time of the hearing or meet again to determine action.
 - g. The committee findings shall be directed to the appropriate University official.
4. In cases involving dismissal of a tenured faculty member, if either the President or the faculty member disagrees with the judgment of the Faculty Affairs Committee, the case may be appealed to the Board of Trustees, the final judicial recourse within the institution.

Post-Tenure Review

Premise:

The post-tenure review process will acknowledge, respect, and encourage continuing faculty development after tenure has been awarded. It is presumed that the rigorous process of evaluation should occur during pre-tenure review in order to assure that tenured faculty members at Averett University are professionally and academically competent individuals who are devoted to scholarship, educational soundness, and the pursuit of truth within an environment of academic freedom. It is further assumed that the accomplishment of goals within the post-tenure process is a shared responsibility between faculty members and the University regarding resources necessary to fulfill professional goals.

Deadlines for Post-tenure Review

October 1

Post-tenure committees constituted in year one and reported to chair of Faculty Affairs

Post-tenure goals submitted to full post-tenure committee in year 1.

Post-tenure progress reports submitted to committee chairs in years 2 and 3

Final post-tenure report submitted to full committee in year 4

Goals for the next post-tenure review submitted one year later (5, 10, 15 years from beginning of the first cycle)

November 1

Deadline to meet with full post-tenure committee to approve goals- post-tenure (year 1)

Deadline to meet with full post-tenure committee to discuss completion of goals (year 4)

November 15

Report from post-tenure committee chair submitted to Dean regarding goal approval (year 1)

Report from post-tenure committee chair submitted to Dean regarding goal completion (year 4)

Process:

- Post-tenure evaluation will take place in a 4-year cycle.
- Entry into the Post-Tenure review process will begin on a rotating schedule. One-third of tenured faculty members, beginning with the most junior faculty, will start the process each year until everyone is in the cycle.
- Faculty members in the post-tenure process will meet with their review committees in the spring to set a goal(s) for the 4-year cycle that begins the following summer or fall. Resources needed and evaluation techniques for the project will be determined at this time. Committee Chairs will send documentation of goal approval to the chief academic officer.
- Faculty members under review will file progress reports to their committee Chairs at the end of year one, year two, and year three. Goals may be subject to revision as the cycle progresses.
- Any member of the committee or the faculty member under review may request a meeting at any point in the process. The committee chairperson will determine the feasibility of a full committee meeting.
- Faculty members under review will meet with their full review committee by April 1 at the end of year three to discuss and assess goal accomplishment. A brief written report will be given to each member of the committee prior to the final meeting.
- Committee Chairs will send documentation of goal completion to the office of the chief academic officer at the end of the cycle.
- A new goal(s) will be set by the spring of the following year.
- Faculty members may dispute/record their disagreement with Committee assessments which can be included in the post-tenure file.

Committee:

- Post-tenure committees will consist of three faculty colleagues.
- The Chair will be a tenured colleague selected by the faculty member being reviewed. Chairs will conduct meetings, communicate closely with the faculty member during the process, and file final documents with the Vice President for Faculty Affairs.
- The Department Chair will serve on the committee to represent the interests of the department.
- A member of the Faculty Affairs Committee will serve on the committee to preserve the integrity of the review process. This person will meet with the full committee on the first and last years of the cycle and in between as needed.
- Department Chairs who are being reviewed may select two faculty representatives on their committees and designate one of them to chair the committee.

- Committee membership may be adjusted during the cycle to reflect changes in University personnel and Faculty Affairs Committee membership.

Goals may include but are not limited to such things as:

- Revising an existing course
- Taking students on field trips of special interest and significance
- Attending regional, national, or international conferences
- Trying a new teaching technique
- Learning or using new computer techniques or other technology in the classroom
- Presenting at conferences or clinics
- Developing a new course
- Writing a journal article for publication
- Leading a study abroad experience
- Participating in a faculty exchange program
- Preparing a creative project like an art exhibit, theatre presentation, or musical program
- Developing or participating in extraordinary recruiting efforts
- Taking post-degree or continuing education courses
- Writing a book

Illustration provided by Faculty Affairs Committee:

POST-TENURE REVIEW
Clara Fication
Associate Professor of Prestidigitation
Averett University

- Fall 2008**
- 1. Formulate Post-Tenure Committee by Oct. 1**
 - a. Select committee chairman**
 - b. Department Chairperson**
 - c. Faculty Affairs Committee rep.**
 - 2. Submit goals to the committee by Oct. 1**
 - 3. Post-Tenure Committee meets by Nov. 1 to hear and approve post-tenure goal(s).**
- Fall 2009**
- 1. Submit progress report to committee by Oct. 1**
 - 2. Meet with full committee, if necessary, by Nov. 1**
- Fall 2010**
- 1. Submit progress report to committee by Oct. 1**
 - 2. Meet with full committee, if necessary, by Nov. 1**
- Fall 2011**
- 1. Submit final results to committee by Oct. 1**
 - 2. Committee meets by Nov. 1 to discuss results.**
 - 3. Chairman files Clara's evaluation and authentication of project completion with the Dean of Arts & Sciences.**

For the remainder of 2011, Clara will reflect, analyze and refocus her post-tenure activities. She will start her new cycle with her new goals in fall of 2012.

Emeritus Status

Approval of faculty emeritus status must be granted by a two-thirds majority of the teaching faculty. Upon approval, candidates for faculty emeritus status will be recommended to the administration and to the Board of Trustees. The selection of administrator emeritus will be determined by the Board of Trustees upon recommendation by the Academic Affairs Committee of the Board.

1. Recommendations for faculty emeritus status should be submitted in writing by individual faculty members or administrators to the Faculty Affairs committee by October 1 of each year.

3. Any retired tenured faculty member who has made contributions of extraordinary merit to Averett University may be considered for faculty emeritus status.

RESPONSIBILITIES

Workload

Full-time faculty is expected to teach the equivalent of 12 semester hours of credit each of the two semesters of the academic year, or a total of 24 semester hours. A maximum of two independent studies and/or tutorials may be assigned in each semester as a part of contractual workload. In the GPS program, the equivalent load is 80 workshops during the academic year. In addition to these instructional responsibilities, faculty are expected to serve on University committees, advise students, share in the work of departmental planning (including chairing departments), be available to students for consultation outside of class, and support student activities, including sponsoring student organizations. The administration may offer course load equivalence for performing certain non-classroom tasks.

Only under most extraordinary circumstances may a faculty member teach in excess of 16 semester hours of credit in any one semester, including GPS classes; the equivalent for faculty with assignments entirely in the GPS program is 100 workshops per year.

Instruction

Averett is a teaching institution, and faculty are expected to exert full effort to provide quality instruction to students.

1. Faculty members have the right to expect from students the normal courtesies due their professional status. The classroom is to be governed so as to provide academic freedom for the students, but physical or verbal disturbances that disrupt the class are not

to be tolerated. A student may be dismissed from a class for behaving in a disruptive fashion, but the teacher must report the incident, in writing, either to the Dean of Arts and Sciences or Dean of Graduate and Professional Studies. The student may appeal to the faculty member, and to the Dean (in that order).

2. Faculty are expected to be present for each scheduled class meeting and to be on time. In the event it is necessary to miss a class, appropriate action must be taken to assure that students are well served and that they are notified in advance if the class is not to meet.

In addition, the Dean of Arts and Sciences must be notified in advance of the absence, if at all possible. This is necessary so that explanations about the absence can be given to students and other interested parties.

3. Final exams must be administered according to the schedule published by the Dean's Office. If a final is not given, the class is to meet during the time scheduled for the exam.

4. Faculty shall endeavor not to schedule special class meetings that will conflict with the established schedule of classes, convocations or faculty meetings. Unless indicated on the schedule of classes used for registration, students should not be required to attend class meetings at any time other than that scheduled.

5. Faculty shall keep adequate records of attendance and performance.

6. Faculty shall promptly return class roll information to the Registrar's Office and meet deadlines for submitting student grades.

7. The faculty member shall provide a syllabus to each member of the class no later than the second class meeting of the term. The syllabus should allow the student to have a clear understanding of course objectives and requirements. A syllabus must contain, at a minimum:

- a. Name, office location, telephone number, and office hours of the instructor
- b. Course description, objectives and means of assessing the objectives
- c. Due dates for assignments, tests, etc.
- d. Course requirements
- e. Texts and other materials
- f. Attendance policy
- g. Grading system and grading scale

A copy of the syllabus is also sent to the Dean.

8. The faculty member is responsible for placing textbook requests with the Bookstore in a timely fashion.

Work Week/Office Hours

The instructional week normally is Monday through Friday. Full-time faculty are expected to be available and accessible to students as needed, in person or by electronic communication. Evening classes and/or weekend classes will be considered in determining the individual's work assignment.

In order to assure that students will have access to faculty outside of class, each faculty member must establish office hours when students may be seen without a formal appointment. A minimum of four (4) hours per week should be scheduled and posted with availability spread throughout the week, preferably over at least a four-day period. In addition faculty should be available to meet students by appointment. Office hours should be posted on the faculty member's door and on file with the faculty secretary.

Work Calendar

The calendar is set by the administration after consultation with the Academic Policies Council and is prepared two years in advance. During those times when classes are not in session (with the exception of designated faculty workdays and Interdisciplinary Day), the faculty are free to schedule their time as they wish. From time to time circumstances may necessitate the convening of committees and/or the entire faculty during periods when classes are not in session. Advance notification of such meetings shall be given as early as possible, but decisions made at these meetings shall be as binding as those made at meetings held during the traditional academic year.

When classes are not in session, meetings are scheduled only if necessary, and with prior agreement of committee members. Faculty will receive advance notice of such meetings, with options for participation and voting by telephone or Internet communication.

Advising

Assisting students in developing academic plans and working schedules so their goals can be reached is a responsibility of all faculty. Although students must bear ultimate responsibility for meeting graduation requirements, the faculty advisor plays an essential supporting role. It is imperative that the advisor knows the academic requirements and provides the student with accurate guidance. Helping students to select a major that will support life goals is a part of good advising. The Dean of Arts and Sciences makes advising assignments attempting to balance the load of advisees per faculty member in each department. The impact of graduate advising is included in

making assignments. Every effort will be made to select a faculty member with the most knowledge of the student's prospective major.

Committee Service

Shared governance requires the participation of faculty on University committees. Faculty membership on most standing committees is by appointment by the Faculty Council or election by the faculty. The appropriate administrator appoints membership on ad hoc and special administrative committees. Quality of committee service is considered in personnel decisions.

Campus Visits and Student Recruiting

Surveys have consistently demonstrated the importance prospective students place on contact with faculty members during their decision-making process. Faculty members are expected to cooperate with the Admissions personnel in making themselves available for interviews with prospective students, especially on scheduled campus visit days. Departments will also be asked to contact prospective students by phone or by letter, and so departments are advised to divide the responsibilities so that no one person must carry the whole load. In some departments with extensive evening, weekend or off-campus teaching responsibilities release time is granted to individuals for administrative duties and recruiting efforts.

Academic Ceremonies

All faculty members (full and part-time) are expected to participate in all formal convocations and commencement exercises held by the University. Appropriate academic regalia (provided by the faculty member) are to be worn. Permission to be absent from a formal convocation must be obtained from the Dean of Arts and Sciences.

For commencement exercises and convocations, formal protocol is followed and a line of march is issued from the Dean of Arts and Sciences.

Faculty Meetings

The President calls general faculty meetings, and attendance is open to staff as well as faculty. Such faculty meetings are usually held each month. Faculty are expected to attend all general faculty meetings.

Teaching faculty meetings are called by the Faculty Council and may be attended only by the teaching faculty (those persons teaching six or more semester hours each semester and academic librarians) unless the Faculty Council issues a specific invitation.

Sponsorship of Student Organizations

All student organizations must have a faculty/staff member to serve as advisor/sponsor in order to be recognized as an official organization. Faculty are encouraged to assist in student life by serving as sponsors.

Supervision of Work-Study Students

Faculty members who have been assigned work-study students have a responsibility to:

- a. Assure that the student does indeed perform the work that is assigned.
- b. Evaluate the student's performance and place the evaluation on file with the Financial Aid Office in a timely manner.
- c. Provide sufficient work for the student to meet the number of hours needed in the financial aid award. If there is not enough work required to meet the minimum, the Financial Aid Office should be notified so that adjustments in assignment can be made.

Consulting/Other Employment

Averett University expects full-time devotion to duties from individuals who sign contracts as full-time faculty. (The amount of commitment for part-time faculty is specified in the part-time contract.) No outside work should interfere with regular duties and responsibilities during the term of the contract. One's schedule at the University cannot be altered by outside work, and the University's needs must come before the outside employment.

A full-time member of the faculty who is invited to teach part-time at another institution, or to consult for more than a few hours, or to take regular part-time employment (including interim pastorates or owning a personal business), must obtain permission from the Dean of Arts and Sciences prior to making any commitments orally or in writing for such employment. Permission may be given when it is clear that the outside employment will not affect performance or availability at the University nor continued professional development of the faculty member. Such permission may be withdrawn effective with the end of a term or with appropriate notice when in the judgment of the University the work of the faculty member has suffered.

The University encourages service on visiting committees to other institutions for accreditation purposes. The Dean of Arts and Sciences should be notified, in advance, of such service.

Averett University facilities may not be used for tutoring non-Averett University students, private lessons, business activities or any activity in which compensation is

received from sources outside the institution without written permission from the Dean of Arts and Sciences.

Use of Physical Facilities

Faculty shall be issued keys to their offices, departmental laboratories and the building in which their offices are located. Faculty has the responsibility to:

1. Assure that windows are closed, doors are locked and lights are turned off when they are the last person to leave the room, area or building.
2. Take proper care of office and classroom furniture and equipment.
3. Handle the audio-visual equipment with extreme care.
4. Turn off projection equipment in the appropriate manner to preserve bulbs.
5. Enforce University policy regarding smoking, eating, drinking and posting of materials.

BEHAVIORAL CODE

The behavioral expectations that Averett University holds for its faculty stem from its commitment to the Judeo-Christian tradition, which emphasizes high ethical standards. Faculty serve as role models and are therefore expected to exhibit the best of professional standards in the conduct of their classes and in their relationships with students and colleagues.

Academic Fraud and Dishonesty

Honesty is a basic assumption within the academic community and must characterize all members of the faculty in all of their activities. Averett University believes that a faculty member should model appropriate academic behavior for students, particularly as regards appropriate use of scientific data and of the words and ideas of others. Academic honesty is at the heart of the educational enterprise, thus faculty members should be aware that academic fraud might lead to very severe penalties. Faculty must be careful in preparing their lectures and classroom materials, as well as in their research, to avoid any hints of plagiarism and copyright infringement.

- A. Plagiarism is the presentation of the words or ideas of another as if they are one's own.

Avoiding plagiarism demands that a scholar must acknowledge every intellectual debt including ideas and methods as well as their expression.

- B. In the sciences, faculty members should understand the American Association of Universities' definition of scientific fraud as well as the more general definitions of plagiarism.

According to the AAUP, scientific fraud may involve falsifying data either by fabrication or by reporting of data in a selective way (including by omission) so as to create false results.

Scientists must model appropriate research standards for their students, including their handling (and recording) of primary data and the data's sources as well as in following whatever protocols, regulations, and policies may apply to their work.

Scientific fraud also includes plagiarism.

- C. If a faculty member is accused of academic dishonesty -- whether by a student, a colleague, or someone outside the institution -- these steps will be followed in investigating the charges:
1. An inquiry will be conducted by the Faculty Affairs Committee to determine whether further investigation is warranted.
 2. If the evidence warrants it, the Faculty Affairs Committee will conduct the investigation.
 3. The Faculty Affairs Committee will make a formal report of its findings to the Dean of Arts and Sciences.
 4. If the Faculty Affairs Committee reports that the accused faculty member is guilty of academic misconduct, the Dean of Arts and Sciences will determine and impose appropriate penalties.
 5. If an unfounded charge of academic misconduct is brought against a faculty member by a member of the University, the accuser should be subject to discipline imposed by the Dean of Arts and Sciences or the President.
 6. Appeal of this process will be made to the President of the University and the Board of Trustees.

Alcohol and Drugs

Averett University operates as a drug free workplace. The following actions constitute violations of University policy and are applicable to all students and employees:

- a. Consumption and/or possession of alcoholic beverages on campus.
- b. Being under the influence of alcoholic beverages or illegal substances on campus.

- c. The illegal possession, use, distribution, and sale of controlled and/or illegal substances.
- d. The use of University funds for the purchase of alcoholic beverages.

Faculty should be especially careful of being involved in situations where alcohol is being consumed and students are present. When students are guests in the homes of faculty, alcohol should not be served to students who are under legal age.

Profanity

The use of profanity in the classroom, in confrontations with students, or when representing the University is to be avoided.

Sexual Harassment

Sexual harassment is a breach of the trusting relationship that should exist in the academic community. The harasser introduces the personal element into what should be a sex neutral situation.

An employee (administrator, faculty or staff member) or student who alleges sexual harassment shall have recourse through established University grievance procedures as outlined below, or may seek relief under any appropriate federal regulation.

Averett University is committed to fostering a healthy and safe campus environment. No member of the University community should be exposed to discrimination, including sexual harassment, in any fashion while at the University. It shall be the policy of Averett University to ensure nondiscrimination against any member of the University community on the basis of sex. The University community shall be defined as all persons serving in or working for the University in any capacity, including faculty, staff, administration, governing boards, and all currently enrolled students. This policy prohibits any form of sexual harassment against any member of the University community. Any administrator or supervisor being advised of a charge of sexual harassment shall refer the matter according to the guidelines specified below.

1. Definition and Compliance

Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and/or other verbal or physical conduct or written communications of an intimidating, hostile, or offensive nature, or action taken in retaliation for reporting such behavior, regardless of where such conduct might occur, when:

- a. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or academic performance; or

- b. Submission to or rejection of such conduct by an individual is used as the basis for decisions such as: employment, promotion, transfer, selection for training, performance evaluation, or academic evaluation; or
- c. Such conduct has the purpose or effect of creating an intimidating, hostile, or offensive working or educational environment or substantially interfering with an employee's work performance or a student's academic performance.

The University's legal advisor will serve as a representative of the interests of the institution, rather than as an advocate for either the individual alleging sexual harassment or the individual being charged.

2. Resolution Guidelines

- a. Neither the accused nor the accuser may be a part of the administration of the grievance procedures. Neither party may be represented by legal council.
- b. Anyone who believes that he or she has been sexually harassed may need to consult with one of the following before initiating grievance procedures: the Director of Counseling, the Dean of Student Development, their supervisor or department head, a faculty or staff member. No formal records will be kept on informal consultations. The alleged harasser will not be informed of this informal consultation without the consent of the complainant.

3. Informal Mediation

- a. Complaints of sexual harassment of a student by another student will be directed to the Dean of Student Development who, if the charges warrant, will then notify the student in question and will meet with both parties.
- b. Complaints of sexual harassment of a student by an employee or any member of a governing board will be directed to the Dean of Student Development who, if the charges warrant, will consult the Chief Academic Officer. The Chief Academic Officer will then notify the administrator, faculty or staff member in question, and the Dean of Student Development and Dean of Arts and Sciences will meet with both parties.
- c. Complaints of sexual harassment of an employee or any member of a governing board by a student will be directed to the Chief Academic Officer who, if the charges warrant, will consult the Dean of Student Development. The Dean of Student Development will then notify the

student in question and the Chief Academic Officer and Dean of Student Development will meet with both parties.

- d. Complaints of sexual harassment of an employee or any member of a governing board by any member of the previous group will be directed to the Chief Academic Officer who, if the charges warrant, will then notify the faculty or staff member in question and will meet with both parties.
- e. If the parties involved in this informal mediation process with the Dean of Arts and Sciences and/or Dean of Student Development can resolve the issue to each other's satisfaction, the complaint will be considered concluded and no other action will be taken. No records will be kept of this informal mediation process.
- f. No action taken in a mediation process negates an individual's right to file a formal charge or grievance at any time.

4. Formal Hearing

- a. To request a formal hearing into any charge of sexual harassment, the complainant must submit a written request to the Dean of Arts and Sciences and/or Dean of Student Development. If the incident(s) involves students only, the written complaint is given to the Dean of Student Development and the case will be referred to the Averett Judicial System to be heard by the Averett Judicial Board. If the incident(s) involve administrators, faculty, or staff and students, the written complaint is given to the Dean of Arts and Sciences and referred to a committee, which is appointed by the President in consultation with the Dean of Arts and Sciences or the Dean of Student Development. Each party involved may bring an advocate from within the Averett community to the hearing. The role of the advocate is to counsel, advise and support only. The committee will consider the complaint in relationship to the total circumstances, such as the nature of the conduct and the context within which the alleged incidents occurred. Both of the parties involved will present their side to the committee. All witnesses may be questioned by both parties and the committee members. The committee will deliberate in a closed session and will inform those involved of their decision. The committee may act on the complaint at the time of the hearing or meet again to determine action. The committee findings and suggested action shall then be directed to the Dean of Arts and Sciences and/or Dean of Student Development.
- b. Those involved have the right to appeal the decision of the hearing committee. If the case is heard by the Averett Judicial Board, the appeal must follow the appeal procedure as outlined in the Averett Judicial System published in the Student Handbook. If the case is heard by the

committee appointed by the President, the appeal is heard by the President. (If the President is the alleged harasser, the appeal will be heard by the Executive Committee of the Board of Trustees.) In any case, the person wishing to appeal shall file a written notice within twenty-four hours (weekends and holidays excluded) following the hearing.

- c. Title VII of the Civil Rights Act is available to any person who wishes to file a charge of discrimination by reason of sex. Employee charges filed under this act may be made through the Equal Employment Opportunity Commission.

All members of the community will be held accountable for compliance with this policy. Administrators or supervisors will be responsible for informing other employees. The policy will also be included in the Student Handbook and in employee orientation materials.

FINANCIAL ARRANGEMENTS

Notification Dates

The administration sends notices of salary offers to faculty each year, normally just prior to graduation. Most offers are for the two-semester period, although some agreements are for more time.

Faculty may elect to have their salaries paid in nine or twelve monthly installments.

Checks are distributed on or about the 26th of each month.

Overload and Summer Sessions

Overload instruction is remunerated in the last month of the term in which the instruction occurs. The amount of overload pay is based on the number of credit hours carried by the course. Tutorials and independent studies (in excess of the two per semester which are considered a part of the base work-load) are paid at a different rate than lecture or laboratory courses and pay is based on the total credit hours registered.

Payment for teaching in summer school is the same as for overload.

FRINGE BENEFITS

In addition to contracted salary, the University pays for part, or all, of the costs of other benefits. Although many would not classify them as benefits, there are two mandated financial obligations that the University incurs as a result of the employment of an individual: social security and workmen's compensation. As is required by Federal law, Averett University deducts from pay and matches payments to the Federal Social Security Administration. All employees of Averett University are fully covered by the provisions of the Workmen's Compensation Act, as required by state law.

Retirement

Full-time employees are eligible for participation in a salary reduction annuity retirement program after one continuous year of full-time employment. (Employees who have an active plan with any of the carriers that the University uses may begin participation at Averett with their first pay period.) The University currently offers the choice of a variety of programs and annuity companies.

Participation is mandatory beginning with the fourth year of employment, but faculty are urged to begin their participation as soon as possible.

Employees contribute 5% of their base contract salary to the plan and the University also contributes 5% of base salary. State and federal taxes are deferred on both contributions. All contributions are fully vested at the time of the contribution, but there are federally mandated penalties for early withdrawal.

Faculty may make supplemental contributions, with tax deferment, as well.

Group Insurance

Averett University pays all or part of the premiums on the following types of insurance for the employee:

1. **Term life** insurance in an amount equal to twice the base salary
2. **Hospitalization** (employee's share determined each year)
3. **Disability income** (works in conjunction with Social Security disability income; one year waiting period)

Discounts

1. Full-time Averett employees are entitled to a 20% discount in the Bookstore on all merchandise except adopted textbooks, special orders, sale books, rings and periodicals.

Tuition Waivers/Exchange

The benefits outlined below represent the equivalent of a major expenditure on the part of the University; therefore, they do not become effective until the completion of one year of employment and for each year of tuition benefit received the employee is expected to work one additional year. Work done while receiving tuition benefits does not qualify as meeting any part of the requirement.

Faculty and Staff Members

Averett University encourages faculty and staff to be life-long learners. All full-time employees may enroll in graduate or undergraduate classes (for audit or for credit) with no tuition charge. Applications for tuition waiver are obtained from the Financial Aid Office. Enrollment in courses must not conflict or interfere with one's duties as an employee of the University. The course must "make" without counting the faculty or staff member, so that instruction to the employee is not a financial burden on the University. If the course requires consumable supplies or special facilities that occasion the assessment of a laboratory fee, the fee must be paid. Also, tutorials and independent studies are not normally considered to be eligible for tuition waivers unless the faculty member agrees to teach without compensation. The fee for private music lessons may be waived. Only a limited number of tuition-free class seats are available for GPS courses. The Dean of Graduate and Professional Studies should be consulted regarding the availability of these programs. Applications for tuition waivers are obtained from the Financial Aid Office.

Spouses and Dependents

Spouses and dependents (as defined by the Internal Revenue Service) are also eligible for tuition waivers for undergraduate courses, provided the courses have sufficient enrollment to make without counting the spouse or dependent. If eligible for Virginia Tuition Assistance Grants, the student must apply for TAG. If the course requires consumable supplies or special facilities that occasion the assessment of a laboratory fee, the fee must be paid. Also, tutorials and independent studies are not normally considered to be eligible for tuition waivers unless the faculty member agrees to teach without compensation. The fee for private music lessons may be waived, however. Admissions requirements must be met. There are limitations on enrollment in the GPS program. If the dependent wishes to live in the residence halls, room and board charges must be paid, as must all laboratory or special assessment fees.

Tuition Exchanges

Averett participates in tuition exchange programs through its affiliations with the Council of Independent Colleges. The list of specific schools participating in these exchange programs changes from year to year. Current lists and procedures for applying are available in the office of the Vice President for Finance and Administration.

Faculty Leaves

Sick Leave

Each full-time faculty member is granted one day per month of personal sick leave, which may be accumulated to a maximum of six months, at which time provisions of disability insurance and Social Security should be available. Full-time faculty in the non-traditional program will receive equivalent release from workshops as sick-leave time. Unused sick leave is not reimbursed when the faculty member leaves employment of the University.

Leave of Absence

Faculty members may apply for leaves of absence for graduate study, independent research or, on occasions, for guest professorships at another institution. Leave of absence is normally granted for only one year. If a faculty member is pursuing an advanced degree, an extension may be awarded but must be requested. Time involved in a leave of absence is not counted in seniority nor is it counted in considerations of promotion and tenure. Requests for leave of absence must be filed with the Dean of Arts and Sciences at least 9 months prior to the effective starting date.

Sabbatical

The University provides full pay for one semester or one-half pay for a full year for persons awarded a sabbatical leave.

1. The initial eligibility for sabbatical must come after having served two years past the time of the award of tenure. Thus, the first sabbatical a faculty member would be eligible for would be the year following the eighth year of service to the University. Eligibility for sabbaticals follows then, every seventh year. Six years of service must intervene between sabbaticals.
2. The faculty member who receives the sabbatical is obligated to return to the University for a minimum of one year of service following the sabbatical or all income, including fringe benefits, must be reimbursed to the University.

3. No more than one sabbatical leave may be granted in any given year unless outside funding is available to cover the salary of the faculty member or no additional instructional costs will be incurred by the University. This latter contingency allows for the possible situation where courses can be cancelled or colleagues voluntarily absorb the instruction of the faculty member.
4. Applications for sabbatical must be filed in the office of the Dean of Arts and Sciences by the end of September in the year preceding the academic year when the faculty member wishes to take the sabbatical.
5. Financial constraints on the University may preclude the awarding of a sabbatical in any given year. In any event, the instructional program of the University must not suffer as a result of the sabbatical.
6. If there are multiple applications for sabbaticals in any given year priority shall be in terms of seniority and those who have not had a sabbatical will be given preference over those who have previously had a sabbatical. If these conditions are equal, then the Academic Policies Council shall determine the recipient of the sabbatical based upon an evaluation of the proposed activities during the sabbatical period.
7. As Averett University is primarily a teaching institution, research per se is not the sole or determining criterion in awarding the sabbatical.
8. Normally a faculty member on sabbatical should not undertake employment at another institution.

Faculty Improvement

The Faculty Development Committee believes that the University should systematically encourage one-month leaves among faculty members to allow them to attend seminars and institutes, to write articles for professional journals, or to read in their disciplines. Such a policy shows the institution's support for faculty improvement as an integral part of the educational process. Approximately six to ten persons could take advantage of this leave each year.

A faculty member shall become eligible for a one-month leave at the completion of four years of service and shall be eligible for a one-month leave (or equivalent three hours of overload pay) every four years thereafter. Faculty improvement leaves may not be accumulated.

1. The Academic Policies Council will decide which applicants should receive leaves. Leaves will be awarded based on seniority, the validity and merit of the proposal, and previous leaves.

2. The person wishing to be considered for a leave must present a proposal to the Academic Policies Council at least twelve months before the time the leave is to be taken.
3. The Dean of Arts and Sciences should notify all applicants about their acceptance or rejection at least nine months before the leave is to be taken.
4. The person receiving an improvement leave will submit a report to the Academic Policies Council concerning the accomplishment of the goals of his/her proposal.

Faculty Exchange

Averett is a member of the National Faculty Exchange, which assists in arranging for faculty members to exchange positions with faculty from other institutions for a semester or academic year. Arrangements need to be made a year in advance. Details are available in the Dean's Office.

PROFESSIONAL DEVELOPMENT

It is incumbent upon professionals to undertake activities to enhance their knowledge and skills and to assure that they remain current in their disciplines.

Travel

To facilitate the scholarly activities of faculty and to assist in their professional development, the University budgets money for each faculty member to use for travel to conferences, for expenses related to research, or for any activity directly related to professional development. These funds are in a budget line for each department. Faculty members must file an expense report, with appropriate documentation, to account for the expenditures.

In addition, the Dean of Arts and Sciences maintains a modest account to provide supplementary funds for faculty who travel to present papers at meetings of professional or scholarly societies; faculty interested in obtaining funds from this account should apply early, as funds are awarded on a first-come, first-served basis. Faculty members must file an expense report, with appropriate documentation, to account for the expenditures.

Graduate Study

When budgetary conditions permit, the University will provide financial assistance to faculty members who are pursuing a terminal degree. The amount of support is dependent upon the institutional need for the degree and the status of the budget. Faculty who are interested in pursuing a terminal degree should talk with the Dean of Arts and Sciences about the possibility of financial support.

Interdisciplinary Day

Averett sets aside one day in the spring semester to provide opportunities for the professional development of faculty. Known as Interdisciplinary Day, it is under the direction of the Professional Development Committee and typically provides for faculty members to present papers on a theme announced by the Committee.

EVALUATION OF FACULTY

In the traditional program, student evaluations of instruction and instructors are conducted each semester (not in summer school unless the instructor requests evaluations). New faculty members are evaluated in each class during the first two years of employment; other faculty are evaluated in two classes each semester. The faculty member may select the two classes, but the Dean has the right to change one of the selections. In the GPS program, students complete evaluations at the end of every course.

The evaluations are to be completed by the students with the instructor absent from the room. On the Danville campus, the completed evaluations are to be taken to the Dean's Office or put in campus mail by a member of the class. In the GPS program, class representatives collect the completed surveys and transmit them to the regional office. Data from the evaluations are compiled by Institutional Research and made available to the faculty member, to the department chair, and to the Dean. Department chairs are asked to talk over the evaluations with the faculty member and to submit written documentation of the conversation to the Dean's Office.

Each adjunct faculty member in the traditional program will be evaluated by students in each course they teach during the regular semester.

GRIEVANCE PROCEDURE

Purpose

The purpose of the grievance procedure for faculty as described below is to provide an equitable and orderly process by which any grievances by part-time or full-time faculty members at Averett University may be resolved. This grievance procedure does not cover or pertain to matters involving tenure, termination, dismissal, resignation or non-reappointment of full or part-time faculty members, inasmuch as these are already covered elsewhere in the Faculty Handbook (pp. 28-30). This grievance policy is not intended to replace and should not be used as a substitute for responsible, informal efforts to resolve problems or differences of opinion. The grievance procedure should be

involved only when other avenues to resolving conflicts have been thoroughly exhausted and documented.

Definitions

An "individual grievance" is defined as a difference or dispute between a faculty member and officers, agents or representatives of the University administration (including support staff members) with respect to the interpretation or application of the rules, policies, procedures and regulations of the University as they affect the terms and conditions of the grievant's employment. The filing of the grievance is ordinarily intended to resolve a work-related problem or condition which the faculty member believes to be unfair, inequitable, discriminatory, or a hindrance to that individual's job performance.

A "multiple grievance" is a common grievance signed by a limited number of faculty members in which the factual context is the same or substantially similar, and the complaints raised and remedies requested are likewise essentially identical so that several grievances may be effectively considered together.

Some examples of "grievable issues" are the application of policy, salary, teaching load/work load, reprisals, discriminatory actions, EEO complaints, academic freedom, infringement of established faculty benefits or privileges, retaliation or harassment against faculty representatives, or other arbitrary and capricious activity by department chairs or University administrators that manifestly interferes with the performance of faculty teaching responsibilities.

Time Limits

The objective of this faculty grievance procedure is to effectuate the prompt resolution of significant unresolved faculty complaints. Accordingly, any grievance must be filed within thirty (30) calendar days after the affected faculty member(s) learns of the events or administrative actions complained of, and in no event later than sixty (60) days after the actual events or administrative actions giving rise to the grievance.

Failure by a faculty member to file a grievance or notice of appeal to any step on a timely basis results in that grievance becoming null and void. If a supervisor or administrator fails to answer a grievance in the time specified for answering, the grievant(s) may proceed to appeal directly to the next higher administrator and need not wait further.

In computing time limits specified in this grievance procedure, the words "calendar days" mean exactly that; there is no subtraction of days for intervening weekends or holidays. The words "one week" similarly mean seven consecutive calendar days, with no subtraction for intervening weekends or holiday days.

Non-Grievable Issues

The following issues are not grievable under this procedure:

1. Determination of policy (which is the domain of the President, Trustees, and the governance system).
2. Those items falling within the jurisdiction of other University appeal procedures, including student or support staff grievance procedures, and faculty hiring, contract, tenure, or termination matters.
3. The contents of personnel policies, procedures, rules, regulations, ordinances and statutes. (The question of whether these policies are accurately and fairly being administered, however, is grievable.)

The Procedure

Step One

- a. The faculty member shall contact his or her immediate supervisor (normally the department chair or the Dean of Arts and Sciences), advise of the intention to process a grievance, and verbally set forth the problem within thirty (30) calendar days after having learned of the events or actions complained of, and explain the specific remedy desired. In no event shall the time limit for initially discussing the grievance extend beyond sixty (60) calendar days from the action events or actions giving rise to the grievance.

If a resolution is not reached at this point, the faculty member has one week to submit to the same supervisor, in writing, a concise written statement of the grievance and the specific relief requested. The supervisor, in turn, shall give the faculty member a written response within one week.

- b. If step one (a) response is not found acceptable and there is another level of supervision between the immediate supervisor and the Dean of Arts and Sciences, the faculty member may advance the grievance to step one (b) by indicating this desire in writing. Procedures for step one (b) shall be the same as for step one (a) except that the second line supervisor may request that the immediate supervisor be present at the meeting with the employee.

In the event that there is no second line supervisor between the employee's immediate supervisor and the Dean of Arts and Sciences, the grievance may proceed directly to step two if an acceptable resolution is not made at step one (a).

Step Two

If the first step is not found acceptable, the faculty member may advance the grievance to the second step by indicating this desire in writing. The grievance

must be submitted to the Dean of Arts and Sciences within a week following the receipt of the Step One reply. Following receipt of the appeal, the Dean of Arts and Sciences or his designee shall meet with the faculty member within one week. The Dean of Arts and Sciences may request the immediate supervisor to be present; the faculty member may similarly request that a representative of his or her choice from the University be present. The Dean of Arts and Sciences shall give the faculty member a second step written response within one week after the meeting.

Step Three

If the faculty member is still not satisfied with the resolution of the grievance as determined by the first two steps, he or she may petition the President of the University within one week to review the facts, findings, and proceedings related to the grievance thus far, in order for the President to determine whether (1) to issue a final written decision, or (2) to designate review by an impartial panel.

If the President decides that an impartial hearing panel should review the matter, the procedure will be as follows:

- a. A three-person panel will be constituted. The grievant and the President will each select one faculty member from the University. These two persons thus selected will choose a third University faculty member who shall then serve on the three-member panel as its chairperson. All three-panel members so chosen shall not have had any prior involvement in the instant grievance. (If the first two panel members are unable to agree upon the identity of the chairperson within one week, they shall notify the President who shall immediately make such appointment and name a chairperson.) A hearing shall be convened on University property by the panel chairperson within three weeks from his/her appointment, unless emergency conditions prevent it; in such case the hearing shall be convened as soon as possible.

The hearing shall be conducted under the direction and control of the chairperson of the hearing panel, pursuant to procedural rules distributed in writing to the parties upon request. Such rules may be amended from time to time, but in no case shall rules be changed during the pendency of any hearing so as to prejudice the rights or position of any of the contending parties.

Panel Findings

The three-person hearing panel will make a written recommendation to the President which shall contain a very concise statement of the specific award of the panel on each separate issue submitted to it, together with a short opinion outlining the panel's reasoning, which opinion shall not exceed 500 words. The President's decision will be final.

Appendix A
CONSTITUTION
OF THE
AVERETT UNIVERSITY TEACHING FACULTY

Covenant of Professional Behavior

It is the duty of the teaching faculty of Averett University to foster the desirable growth of the institution. As colleagues of the university administration, faculty members should not merely react to policy; they should have a voice in all policies related to learning and instruction and all other decisions in which their legitimate interests are involved and their professional judgment needed. In keeping with the aim of full participation in leadership, the faculty of Averett University adopts this Covenant of Professional Behavior and pledges to assume the responsibilities it entails.

1. The faculty affirms its dedication to academic excellence, the pursuit of truth, and the advancement of knowledge.
2. The primary concern of the faculty is the intellectual development of the students of the university.
3. The faculty seeks to improve instruction, provide strong programs of study, and establish an academic atmosphere conducive to intellectual stimulation and serious thinking.
4. Differences of opinion, philosophy, and approach to teaching among faculty members are needed; a united stand in support of academic freedom and faculty participation in governance is no less needed.
5. While the faculty accepts the authority of the President and the Dean in administering policy and their right and obligation to make final decisions for the common good, it believes that all aspects of the life of the university are its legitimate concern.
6. Problems internal to the university should be discussed within the university only. The faculty affirms its dedication to this basic tenet of professional behavior.
7. Normal lines of communication and responsibility established in the present structure of the university will be used whenever possible.
8. Whenever differences of opinion occur, the faculty, through its organizational representatives, will try to come to an understanding and acceptance of the position of the administration.