



FACULTY HANDBOOK

DISCLAIMER

This *Faculty Handbook* contains general information on Shorter University's current personnel policies, practices, communication channels, and an overview of benefits designed to serve as a usable guide for all faculty. This information is presented as it exists on the date of publication.

The content of this handbook is not intended to constitute a contractual agreement between Shorter University and any or all of its employees concerning administrative or non-teaching responsibilities. Nothing contained in the handbook should be interpreted to suggest the alteration of the at-will status of Shorter University's employees regarding administrative or non-teaching responsibilities. Unless otherwise stipulated in Shorter University's written *Contract of Employment*, the university may remove any or all administrative or non-teaching duties (and/or substitute teaching responsibilities to replace non-teaching assignments) with or without cause, for any reason or no reason, and with or without notice.

As Shorter University grows, the faculty handbook will be reviewed and revised periodically. Moreover, the university reserves the right to terminate or change any or all of these policies, plans, or procedures in whole or in part at any time upon written recommendation and approval of the Board of Trustees and the president of the university. Suggestions and input from the faculty related to the contents of this handbook are encouraged.

TABLE OF CONTENTS

SECTION I: INSTITUTIONAL PROFILE

Mission	6
Motto/Vision.....	6
Statement of Faith	6
Personal Lifestyle Statement	7
Philosophy for Christian Education	7
Educational Principles	8
Core Values and Strategic Themes.....	8
Affiliation and Support	9
Accreditation	9

SECTION II: ADMINISTRATIVE ORGANIZATION

President	10
Executive Vice President/Provost	10
Vice President for Business Affairs (CFO)	10
Vice President for Enrollment Management	10
Vice President for Student Affairs	11
Vice President for Advancement	11
Athletic Director	11
Associate Provost	11
Academic Deans	11
Administrative Dean.....	12
University Registrar.....	13
Director of the Library.....	14
Director of Institutional Effectiveness and Research	14
Assistant Vice President of International Programs	15
Director of Student Engagement and Success	15
Director of Informational Technology	15
Associate Deans	16
Department Chairperson.....	16
Academic Program Director.....	17
Faculty Member	18
Graduate Faculty.....	18
Criteria for Membership	18
Regular Faculty Meetings.....	19
Faculty Orientation	19
Committees.....	20
Responsibilities.....	20
Membership	20
Committee Officers	20
Special Committees	20
Standing Committees, Etc.	20
Provost's Council	20
Academic Advising Committee.....	21
Undergraduate Admissions Committee.....	21
Graduate Council.....	21
Student Appeals Committee (Traffic Court)	21
Athletic Advisory Committee.....	22

Campus Chemical and Biological Hazard Committee	22
Curriculum Committee	22
Legislative Committee (Student Conduct Committee)	22
General Education Assessment Committee	23
Global Education Committee	23
Promotion and Tenure Committee	23
Faculty Appeals Committee	23
Guidelines for Changing/Appealing Course Final Grades	24
Committee for Student Appeals of Academic Policies and Procedures	25
Academic Integrity Appeals Committee	25
Academic Integrity Policy	25
Christian Leadership Council	28
Center for Excellence in Teaching	28
Wellness Committee	28
Institutional Review Board	29
Teacher Education Committee	29
Alcohol and Other Drugs Coalition	29
Shorter Safety Council	29
QEP Taskforce	29
Honors Committee	29

SECTION III: EMPLOYMENT GUIDELINES

Recruitment of Full-Time and Adjunct Faculty	30
Faculty Credentials and Preparation	30
Contracts	30
Full Time Faculty	30
Part Time Faculty/Visiting Faculty/Lecturers	32
Criteria for Promotion in Rank and for Tenure	33
Tenure Policies	38
Promotion and Tenure Committee	43
Grievance Procedures	43
Academic Freedom	45
Evaluation	46
Benefits for Faculty and Staff	46
Automatic Deposit of Payroll Check	46
Cancer/Intensive Care, Long-term Care and Other Insurance	46
Dental Insurance	46
Disability Insurance	46
Life Insurance	46
Medical Insurance	46
Worker’s Compensation	47
Retirement	47
Social Security	47
Tuition Remission or Exchange	47
Special Events	48
Traffic Regulations and Parking	48
Consulting and Outside Employment	48
Nepotism	49
Equal Employment Opportunity	49
Sexual Harassment Policy	49
Policy on Consensual Romantic or Intimate Relationships	52

Open Door Policy	53
Family and Medical Leave of Absence/Personal Leave.....	53
Drug and Alcohol Free Workplace Policy.....	58
Tobacco Free Policy	60
Contagious Disease Policy	60
Crime Awareness and Campus Security Act.....	60
Copyright Policy.....	60
Intellectual Property Policy	61
Privacy Rights of Students	65

SECTION IV: ACADEMIC GUIDELINES AND PROCEDURES

Performance in the Classroom.....	66
Classroom Conduct	66
Dress Code.....	66
Teaching Load	66
Office Hours	68
Faculty Absences.....	68
Attendance Policy for Students	68
Class Records	69
Grading	70
Examinations	70
Syllabi.....	70
Academic Advising	70
Internship/Practicum Standards.....	71
Classroom Assignments	71
Guidelines for Advisors of Student Organizations.....	71
Faculty Marshall.....	72
Chapel.....	72
Commencement Exercises and Other School Activities	72
Student Disciplinary Action	72
Maymester	73
Textbook Orders.....	73
Faculty Separation and Checkout	73
Contracts: Notification Process	73
Awards for Outstanding Faculty.....	74
Financial Assistance for Graduate Study.....	74
Institutional Effectiveness and Assessment.....	75
Use of University Resources for Personal Business or Activities	76
Honorary Degrees/Posthumous Degrees	76
Substantive Change Policy	77
Social Media Policy.....	78
Investigations.....	78
Definition of Credit Hour.....	78

APPENDICES

Appendix A: Academic Violation Form	79
Appendix B: Guidelines and Procedures for Faculty Recruitment/Interviews.....	80
Appendix C: Application for Promotion/Tenure	82
Appendix D: Faculty Performance Report	84
Appendix E: Faculty External Activities Form	86
Appendix F: Final Exam Change Form.....	87

SECTION I: INSTITUTIONAL PROFILE

MISSION

Advancing God's Kingdom through a commitment to academic excellence, spiritual growth, Christian leadership, and global service within the context of a biblical worldview.

MOTTO/VISION:

Transforming Lives Through Christ

STATEMENT OF FAITH

The Bible. We believe that the Bible, consisting of the Old and New Testaments, is the inerrant and infallible Word of God. It was given by inspiration of God and is the only certain and authoritative rule of every aspect of the Christian life.

The Trinity. We believe there is one true and living God. The triune God is manifested as God the Father, God the Son, and God the Holy Spirit, with distinct personal attributes, but without division of essence, nature, or being. In all things we owe Him alone the highest love, reverence, and obedience.

God the Father. We believe there is only one God, who created, preserves, and rules over the universe. This historical account of creation found in Genesis declares that God is the personal and direct Creator of all that exists, including the first humans, Adam and Eve, from whom all human beings have come.

God the Son: Jesus Christ. We believe Jesus Christ is the second person of the Trinity and is the eternal Son of God. Conceived of the Holy Spirit and born of the virgin Mary, Jesus lived a sinless life, perfectly revealing and doing the will of God. His substitutionary atonement on the cross made provision for the redemption of sinful humanity. He was crucified, rose on the third day, and ascended to the Father. He alone is sufficient as Savior and rules as Sovereign of the universe. He sits at the right hand of the Father making intercession for believers, and He is the only mediator between God and humanity. In Him "dwells all the fullness of the Godhead bodily" (Colossians 2:9 NKJV) and He is "over all, the eternally blessed God" (Romans 9:5 NKJV).

God the Holy Spirit. We believe that the Holy Spirit is the Spirit of God and is fully divine. He convicts individuals of sin, of righteousness, and of judgment, and He enables believers to comprehend God's truth as revealed in Scripture. He indwells and empowers believers for godly service, for worship, and for witness.

Humanity. We believe that God originally created human beings in His own image, and that Adam and Eve were created in perfection. Through Satan's temptation, they fell from their original perfection into sin. All humans are sinners, fall short of God's standard of perfection, and are consequently under God's condemnation. The only remedy for sin is personal salvation through faith alone in Jesus Christ, wholly apart from human merit and works.

Salvation. We believe that salvation involves the redemption of the whole person and is offered as a free gift to all who accept Jesus Christ as personal Lord and Savior by repentance and faith alone. Salvation is entirely of God's grace and cannot be achieved through any human work. To be effective, however, it must be appropriated by the God-given free choice of individuals apart from any human merit or effort. Salvation is not possible apart from personal faith in Jesus Christ, and those who die without receiving Jesus as Savior go into everlasting torment and eternal separation from a loving God.

The Church. We believe that Jesus Christ is the Head of the church, comprised of all true believers in Him. Christians are to associate themselves as members of local churches and to serve Jesus Christ faithfully in carrying out the Great Commission. Each church has the authority and right from Jesus Christ to govern itself and to administer order, to worship, and to carry out its various ministries.

Evangelism and Missions. We believe that it is the privilege and duty of all believers to share the Gospel of Jesus Christ personally and by all methods in harmony with Holy Scripture. A Christ-centered education includes the ongoing integration of biblical faith into every academic discipline of the university. All subject matter is to be approached, presented, and evaluated from a biblical worldview.

Last Things. In accord with biblical prophecy, we believe that God will bring the world to its appropriate end, that Jesus Christ will return personally and visibly in glory to the earth, that the dead will be raised, and that Christ will judge all humanity in righteousness. Unbelievers will be consigned to the place of everlasting punishment, while the redeemed in their resurrected and glorified bodies will dwell forever with the Lord in heaven.

Life of the Believer. We believe that Christians should be consistent with Scripture in their character and in their conduct. We believe that the Bible is our supreme authority and that it provides the moral and ethical principles for personal conduct within and outside the academic community.

PERSONAL LIFESTYLE STATEMENT

Christian Commitment and Membership in a Local Church

Shorter University will hire persons who are committed Bible-believing Christians, who are dedicated to integrating biblical faith in their classes, and who are in agreement with the University Statement of Faith. Moreover, employees are expected to be active members of a local church.

Principles of Personal Conduct

I agree to adhere to and support the following principles (on or off the campus):

1. I will be loyal to the mission of Shorter University as a Christ-centered institution affiliated with the Georgia Baptist Convention.
2. I will not engage in the use, sale, possession, or production of illegal drugs.
3. I reject as acceptable all sexual activity not in agreement with the Bible, including, but not limited to, premarital sex, adultery, and homosexuality.
4. I will not use alcoholic beverages in the presence of students, and I will abstain from serving, from using, and from advocating the use of alcoholic beverages in public (e.g., in locations that are open to use by the general public, including as some examples- restaurants, concert venues, stadiums, and sports facilities) and in settings in which students are present or are likely to be present. I will not attend any university-sponsored event in which I have consumed alcohol within the last six hours. Neither will I promote or encourage the use of alcohol.

PHILOSOPHY FOR CHRISTIAN EDUCATION

Shorter University is a Christ-centered liberal arts university dedicated to academic excellence within the context of a biblical worldview. As a Christian university, Shorter is committed to keeping an emphasis upon a biblically sound, integrated, faith-based education that promotes a zeal for academic, spiritual, and professional

growth. The education process of teaching and learning involves the whole person, and Shorter is committed to the principle that all truth comes from God and finds its fullest expression in the person of Jesus Christ. Shorter University deeply cares about the academic and spiritual development of its students and believes that students should be challenged academically and spiritually to impact culture. By providing an educational process intent on transforming lives through Jesus Christ, Shorter University seeks to glorify God through students equipped for lifelong servant leadership.

Our organizational brand and educational philosophy are reflective of and permeated by the timeless truths of Jesus Christ. Shorter University is committed to a broad-based liberal arts education, believing it is not only a task, but a calling to seek truth and apply that truth in the marketplace of life. Christ-centered scholarship has its foundation in the biblical command to love God with all of our heart, soul, strength, and mind (Mark 12:30), and must be pursued in every field of study.

Our quality education is reflective of our founder's vision for developing young scholars who will impact the global community as valuable servants of the Lord. As a Christ-centered institution, Shorter affirms its affiliation with and commitment to the Georgia Baptist Convention (see **Affiliation and Support** below).

EDUCATIONAL PRINCIPLES

Shorter University provides a curriculum and an educational environment that:

- Effectively immerses students in the historical, scientific, and cultural bases for contemporary civilization by combining intellectual discovery with critical thinking.
- Engages students in a discussion of the values that bind together our society in general and the Christian community in particular.
- Ensures that students reach the levels of skill in written and oral communication, mathematics, technology, and information literacy necessary to take full advantage of college coursework and that they continue to exercise and enlarge these skills.
- Persuades students of the value of integrating knowledge and forming relationships among courses and between acquired knowledge and new ideas.
- Promotes in students the habit of acting on their responsibilities as members of our society and of the world community.
- Promotes in students the habit of enriching their lives through the arts and religion.
- Promotes in students the habit of maintaining physical, spiritual, and emotional health and well-being.
- Prepares students for careers or further education.

CORE VALUES AND STRATEGIC THEMES

Core Values:

Christ-Centered: Jesus Christ should not only be the foundation of our faith (1 Corinthians 3:11), but the very heart of our existence both as an institution and as individuals (Galatians 2:20; Philippians 1:21). Our desire is to build a thriving academic community where all can gain a greater appreciation of God's grace, a more profound understanding of His principles and priorities, and a clearer vision of our place and purpose in the world (Matthew 28:19-20; Ephesians 1:18-23; 1 Peter 2:9). Apart from Christ we have "no hope" either in this world or the world to come (Ephesians 2:12); however, it is Christ in us which is the "hope of glory" (Colossians 1:27). It can only be *Christ in us* that enables us to prepare the next generation to become agents of reconciliation in a world that so desperately needs Him (2 Corinthians 5:17-19).

Excellence-Focused: Believing that we have a higher calling as Christians, it is our responsibility and privilege to reflect the image of our Lord who is excellent in all his ways (Psalm 150:2). Our commitment to excellence in all facets of life should be carried forth with a grateful spirit, a humble heart, and with an aim to glorify God. Excellence is more than occasional achievements; it is an ongoing process and a way of life. Moreover, excellence must be coupled with integrity if it is to accomplish God’s purposes in the life of an individual (Psalm 15:1-2; Proverbs 11:3). Any less than our absolute best in any and every endeavor is an affront to our Creator and an impediment to Kingdom growth. Therefore, with a clear understanding that we are designed for excellence (Matthew 5:48; 25:21), we “press on toward the goal for the prize of the upward call of God in Christ Jesus” (Philippians 3:13). [Philippians 1:9-10; Colossians 3:17, 23; Romans 12:2]

Biblically-Based: Our ultimate source of authority is the Holy Bible, the written Word of God (2 Timothy 3:16-17). Since all truth emanates from God, we should indeed “examine everything carefully” (1 Thessalonians 5:21) and measure all philosophies and perspectives (Colossians 2:8) from a *biblical worldview*. While truth in varying forms and degrees can be found in every academic discipline and every culture, all information and knowledge must be analyzed in the light of the Truth (Jesus Christ- John 14:6) and His Word. Hence, we can fulfill the biblical mandate to make our “every thought captive to the obedience of Christ” (2 Corinthians 10:5).

Service-Oriented: Because Christ valued individuals and exemplified servant-leadership (Matthew 20:25-28), it is imperative that we should strive to serve others with compassion (Galatians 5:13-14), treat them with dignity (Romans 12:3, 11) and encourage them to reach their full potential (1 Thessalonians 5:11). Our willingness to serve people with a sacrificial spirit should nurture within them a sense of self-worth, inspire them to succeed, and most importantly, help them to discover God’s plan for their individual lives.

Strategic Themes: Shorter University’s *Strategic Plan* is built upon our *Core Values* and guided by our *Mission* for the definitive purpose of seeing our *Motto/Vision (Transforming Lives Through Christ)* become a reality. To that end, we have developed a *Strategic Plan* composed with the following *Strategic Themes*: (1) Faith Integration; (2) Student Achievement; (3) Faculty/Staff Development; (4) Distance and Adult Education; (5) Institutional Identity; (6) Responsible Stewardship.

AFFILIATION AND SUPPORT

Shorter University is affiliated with the Georgia Baptist Convention. However, young men and women of all faiths are invited to share in its programs. The University is under the direct supervision of the Board of Trustees (elected by the Georgia Baptist Convention), who are charged with the responsibility of operating it within the purpose for which it has been chartered. Income for the university is derived from tuition, endowments, gifts, funds from the Georgia Baptist Convention, and friends who believe in the purposes of the institution.

ACCREDITATION

Shorter University is accredited by the commission on Colleges of the Southern Association of Colleges and Schools to award degrees at the associate, baccalaureate, and master levels. The university’s music programs are accredited by the National Association of Schools of Music and our teacher education programs are approved by the Georgia Professional Standards Commission. Our School of Nursing is accredited by the Commission on Collegiate Nursing Education.

SECTION II: ADMINISTRATIVE ORGANIZATION

PRESIDENT

The President of the University is the chief executive officer of the university who oversees all officers and departments, both academic and administrative. The President is responsible to the Board of Trustees; the President reports progress and makes recommendations to the Board. The President is charged with the efficient administration of the policies of the university consistent with the vision, mission and goals of the University. The President is the official medium of communication between the administration/faculty/staff and the Board of Trustees and recommends to the Board appointments, promotions, policy modifications, the annual budget and other significant matters.

EXECUTIVE VICE PRESIDENT/PROVOST

The Executive Vice President/Provost is ultimately responsible for all academic matters of the University and acts on behalf of the president in his absence in all areas of the University. The essential functions and areas of responsibility of the VPAA include: Supervision of all academic programs, courses of study and class schedules; Approval and certification of all degree candidates; Recommendation to the President of all appointments, promotions and tenure of faculty members; Supervision of the Library, its holdings and operation; Supervision of the Office of the Registrar; Supervision of the Graduate Programs; Supervision of the Office of Student Engagement and Success Center; Supervision the Office of International Programs; Preparation and approval of all academic and academic support budgets; Supervision of Institutional Effectiveness and Research; Supervision of the College of Arts and Sciences, the College of Business, the College of Adult and Professional Programs, the School of Education, and the School of Nursing through the respective Deans.

VICE PRESIDENT OF FINANCE (CHIEF FINANCIAL OFFICER)

The Vice President of Finance (CFO), a member of the President's Cabinet, is responsible for financial management, procurement, contractual agreements, business operations, and risk management. Additionally, the Vice President of Finance provides oversight of the Office of Human Resources and the Office of Financial Aid.

VICE PRESIDENT OF ENROLLMENT MANAGEMENT

The essential functions and responsibilities of the Vice President of Enrollment Management include: Serve as a member of the President's Cabinet and an ex-officio member of the Admissions Committee; Supervise the operations of Admissions; Ensure compliance with institutional, state, regional and federal guidelines and regulations for all enrollment management areas; Prepare and administer Enrollment Management budgets; Coordinate with the Public Relations office in the marketing of the university's undergraduate and graduate academic programs, such as the preparation of printed material and media advertising campaigns; Develop long and short-term strategies to insure continued enrollment growth and maintain approved discount rate.

VICE PRESIDENT FOR STUDENT AFFAIRS AND DEAN OF STUDENTS

The Vice President for Student Affairs and Dean of Students reports to the President and is the senior administrator in the division of Student Affairs with direct supervision of student support services, residence life, judicial programs, student activities, intramurals, new student orientation, student health services, campus safety, and campus ministries. The VPSA/DOS also is responsible for campus maintenance and food services.

VICE PRESIDENT OF ADVANCEMENT

The essential functions and responsibilities of the Vice President of Advancement include: Serves as a member of the president's cabinet and reports directly to the President; Responsible for developing and heading a comprehensive integrated marketing and branding program; Will manage all aspects of the university's advancement efforts through a focus on conceptualizing and executing a strategy for ongoing aggressive fundraising. Moreover, the VPA is responsible for cultivating and developing relationships with public groups with whom the university comes in contact, and provides leadership in programs related to university alumni. He/she functions as a team member through the President's cabinet with a specific responsibility to focus on the enhancement of the university's visibility and recognition.

ATHLETIC DIRECTOR

The role of the Athletic Director is to work within an environment in which the education, welfare, and graduation of the student-athlete is a priority. The AD should provide opportunities for student-athletes to excel in both academics and athletics, and to plan strategically for the future growth of facilities and personnel. The AD also serves as a liaison between the university and the community in matters pertaining to sporting events. Furthermore, the AD should provide administrative leadership in fundraising and in marketing and ticket sales.

ASSOCIATE PROVOST

The Associate Provost answers to the Provost. Particular areas of responsibility include oversight of university assessment, especially as it relates to accreditation, and supervision of the university's Quality Enhancement Plan. The Associate Provost also supervises the Office of Institutional Effectiveness and Research. Other duties of an occasional and/or permanent nature are assigned by the Executive Vice President/Provost.

ACADEMIC DEANS- COLLEGE OF ARTS AND SCIENCES; COLLEGE OF BUSINESS; SCHOOL OF EDUCATION; SCHOOL OF FINE AND PERFORMING ARTS; SCHOOL OF NURSING

The essential functions and responsibilities of the Academic Deans include:

1. Supervise all divisions/departments (and corresponding department chairs and/or directors) under their charge.
2. In coordination with the Provost and departmental chairs, prepare and manage the annual instructional budgets of the academic areas under their charge.
3. Coordinate with the Registrar to ensure that catalog information pertaining to his/her academic area is current. Moreover, the dean is responsible for updating data related to his/her area on the webpage through collaboration with the Office of Public Relations.
4. Develop and implement (in conjunction with department chairs and provost) a strategic plan, a five-year plan, and the annual report for each department within his/her academic area.

5. Review course allocations with respect to the number and distribution of courses for each term.
6. Review all curriculum plans for the departments under his/her authority.
7. Foster professional development of personnel within their respective areas and approve all travel requests within the school/college.
8. Advise and approve schedules for students desiring to enroll in 19 to 21 credit hours per semester.
9. Assist with registration and drop/add for Fall, Spring, Maymester, and Summer terms.
10. Serve with the other academic deans, the Office of Student Affairs, the Office of Admissions, the Office of Student Engagement and Success, etc. in the planning of student orientations, preview days, etc.
11. Prepare recommendations on salaries, promotions and tenure to the Provost.
12. Set annual goals for number of grants submitted, dollar amounts submitted, grants funded, and encourage grant writing, participation and management. Also seek opportunities to raise funds for the university.
13. Evaluate the assessment and institutional effectiveness activities of the school/college itself and the individual departments themselves.
14. Prepare strategies for carrying out strategic directions established by the Strategic Planning Committee; such as, global education, integrating technology into the curriculum, integrating faith and academic discipline.
15. Carry out special assignments and projects including area-related research as directed by the Provost.
16. Maintain accreditation/certification status in all areas under jurisdiction of dean. In some academic areas, this includes accreditation/certification beyond SACS.
17. Lead efforts to promote university programs peculiar to his/her academic areas within the community, civic organizations, professional organizations, etc.
18. Encourage internship programs and the placement of student interns in organizations germane to the particular academic discipline.
19. Teach two courses each semester unless otherwise stipulated in the contract.
20. Assume an active role in assisting the university recruit freshmen and transfer students for the undergraduate majors and graduate programs in respective academic areas.

ADMINISTRATIVE DEAN- ONLINE PROGRAMS AND ADULT EDUCATION

The essential functions and responsibilities of the Administrative Dean includes:

1. Supervise all departments/divisions (and corresponding personnel) under his/her authority.
2. Develop and maintain strong internal and external relationships with all stakeholders.
3. Review, recommend, and maintain budgets.
4. Administrative deans report to the Provost and are responsible for the strategic planning, development, and implementation of programs in their respective areas based on market trends, business needs, and/or university initiatives.
5. Integrate the university's mission and vision into all of the courses and degree programs offered through both the Online Program and the Adult Education Program.
6. Develop and implement initiatives that include advertising and marketing strategies, student acquisition and retention, etc.
7. Select, interview, and hire highly qualified staff (with approval of senior administration).
8. Conduct performance evaluations of all directors under their charge.
9. Provide opportunities for faculty/staff development and approve travel requests.
10. Encourage and enhance open communication and cooperation with staff and faculty.
11. Provide support and representation of the university through contact/membership with community boards, associations, organizations, etc.
12. Coordinate with the various academic areas in the development of courses and potential degree

- programs, marketing efforts, etc.
13. Fulfill special assignments as directed by the Provost.
 14. Work with the Office of Institutional Effectiveness and Research in area assessment.
 15. Coordinate with the Registrar to ensure that catalog information pertaining to his/her area is current. Moreover, the dean is responsible for updating data related to his/her area on the webpage through collaboration with the Office of Public Relations.
 16. Develop and implement (in conjunction with directors and provost) a strategic plan, a five-year plan, and the annual report for his/her area.
 17. Create an environment in which employees serve with a courteous, cooperative spirit in relation to students (current and potential), faculty, staff, etc.

UNIVERSITY REGISTRAR

The responsibilities of the university Registrar are to develop, supervise, and implement a student record system which provides for registration, to collect and maintain records on students, to establish a filing and retrieval system, to maintain the official enrollments for all terms, to maintain the academic calendar and schedule of classes, and to provide data to various departments and agencies on and off campus who have need for this information.

The essential functions and responsibilities of the Registrar include:

1. Plan, develop, implement, and evaluate all phases of student registration.
2. Confer undergraduate and graduate degrees offered by the university. Plan, implement, supervise, and evaluate processes relating to graduation.
3. Publish the official university catalog annually for both graduate and undergraduate programs and publish the official course offerings in a schedule booklet for each term.
4. Develop and implement a student records system which provides for (1) collection and maintenance of student data, (2) establishment of a filing and retrieval system, (3) confidentiality and security of student records, (4) formulation of records retention schedules, and (5) the archival storage of student records.
5. Formulate institutional procedures that relate to student records, registration, and the conferring of degrees.
6. Plan, manage, and evaluate operations of the Registrar's Office including: (1) development of mutual and computerized work processes, (2) preparing and managing the office budget, (3) requisitioning supplies and equipment, and (4) maintaining equipment inventory.
7. Select, train, supervise, and evaluate personnel. Plan professional development activities for professional and support staff.
8. Develop and supervise processes for the evaluation and awarding of credit for traditional and non-traditional (military experiences, CLEP, DANTES, and Advance Placement) learning experiences recognized as acceptable by the university.
9. Supervise the input and retrieval of academic and demographic data into the computerized student records system. Establish guidelines to restrict access to only authorized personnel.
10. Serve as a liaison with university's faculty regarding student academic records and academic procedures administered by Registrar's Office.
11. Collect, compile, and maintain statistical data on enrollment and graduation.
12. Supervise the authenticity and issuance of student transcripts.
13. Supervise the verification of student enrollment (loan companies, insurance companies, etc.).
14. Serve on various institutional committees as assigned by the Provost (such as Curriculum Committee, etc.).
15. Maintain an on-going system for the dissemination of information relating to academic matters.
16. Prepare and manage articulation agreements with various technical, community and two year

- institutions.
17. Review and sign all NCAA and/or Gulf South Conference Eligibility Forms in order to insure compliance with initial, transfer and continuing eligibility requirements.
 18. Work closely with the university's Compliance Officer in resolving interpretive issues in accordance with NCAA regulations or applicable NCAA staff interpretations.
 19. Attend Gulf South Conference and/or NCAA workshops whenever possible.
 20. Perform other duties as assigned by the Provost.

DIRECTOR OF THE LIBRARY

The essential functions of the Director of the Library include:

1. Accept responsibility for the effective management of library resources and leadership of library personnel.
2. Work collaboratively with leaders of the academic program and serve on the appropriate university committees.
3. Facilitate and encourage professional development and approve all travel requests within the library.
4. Prepare recommendations to the Provost on library faculty and staff appointments, salaries, evaluations, promotions and retention.
5. Develop and implement long range plans for the library which are consistent with the university's mission.
6. Provide vision and leadership in adapting to the changing environment of the academic library.
7. Prepare and oversee budgets related to the library.
8. Prepare an annual report of library activities and assessment of its institutional effectiveness.
9. Prepare statistical reports both internal and external to the university.
10. Assist academic departments in preparation of library sections, collection development, etc.
11. Represent the university within local and statewide academic library consortia, etc.
12. Other duties as assigned by the Provost.

DIRECTOR OF INSTITUTIONAL EFFECTIVENESS AND RESEARCH

The essential functions and responsibilities of the Institutional Effectiveness and Research Director include:

1. Coordinate the university-wide assessment process consistent with SACS standards.
2. Train faculty and staff members in assessment methods, implementation, and review.
3. Assist faculty and staff members in developing, administering and interpreting appropriate assessment methodologies. Administer and develop reports for Compliance Assist.
4. Coordinate course/faculty evaluations.
5. Develop, provide and maintain management information resources and benchmarks for university officers and personnel.
6. Develop, perform and analyze university surveys (e.g., alumni, new student, graduating seniors, etc.). Develop and design ETS study for QEP Committee.
7. Manage budget for Institutional Effectiveness and Research.
8. Collect, analyze, and report university data for state and federal entities.
9. Collect historical data for the university (including but not limited to graduation rates, end of term GPAs, census data, freshman descriptive statistics, etc.).
10. Coordinate the IPEDS Report and perform certain IPEDS compilations.
11. Assist with the NCAA Certification process.
12. Respond to requests for institutional information.
13. Coordinate studies to aid policy and program development decisions.
14. Prepare requested analyses, proformas and budgetary and summary reports.

15. Continuously update, and distribute the university's "Quick Facts" sheet annually to the Provost and President.
16. Other duties as assigned by the Provost.

ASSISTANT VICE PRESIDENT OF INTERNATIONAL PROGRAMS

The essential functions and responsibilities of the Assistant Vice President of International Programs include:

1. Guide the strategic direction for the university in the area of internationalization and global awareness.
2. Serve as an advocate for international programs across campus.
3. Interact with faculty, staff, administration, and students in support of the university's goal of integrating study abroad programs into academic curricula.
4. Prepare and manage budget for the Office of International Programs.
5. Serve as liaison between the university and organizations promoting study-abroad opportunities.
6. Serve as chair of the Global Education Committee. Through this committee, the Assistant VPIP will update the policy manual, evaluate and approve study-abroad proposals, make decisions on the distribution of global education funds, and help orient both faculty and students regarding procedures related to study-abroad programs.
7. Work with and advise both potential and current international students regarding the admissions process, documentation, adaptation to university life in the U.S., orientation to American culture, etc.
8. Host/coordinate an annual "Study-Abroad Fair", "International Education Week", etc.
9. Arrange for site visits for potential study-abroad programs.
10. Supervise recruitment of international students, build relationships with international recruitment agencies, and develop articulation agreements with international organizations and institutions.
11. Reports directly to the Executive VP/Provost.

DIRECTOR OF STUDENT ENGAGEMENT AND SUCCESS

The essential functions and responsibilities of the Director of Student Engagement and Success include:

1. Direct all tasks associated with the First-Year Seminar (FCS 1010 in the Fall Semester).
2. Supervise the Peer Mentor Program.
3. Organize functions associated with Learning Communities.
4. Supervise tutoring services and manage the Tutoring Center.
5. Manage the Testing Center.
6. Responsible for freshman scheduling of classes.
7. Coordination, training, and support of tasks associated with academic advising emanating from the SES Office in partnership with departmental chairs and the Registrar's Office.
8. Direct all matters related to notification and support for academically at-risk students.
9. Prepare and manage budget for the SES Office.
10. Coordinate with the Director of Institutional Effectiveness and Research in assessment activities.
11. Reports directly to the Executive VP/Provost.

DIRECTOR OF INFORMATION TECHNOLOGY

The essential functions and responsibilities of the Director of Information Technology include:

1. The Director of IT reports directly to the Executive VP/Provost and is responsible for database administration of university software and all technical matters concerning the university's computer

- network.
2. Provide desktop and network support for all campuses. Support network connectivity to e-mail and the internet.
 3. Responsible for the installation and maintenance of all network hardware and software on all campuses.
 4. Provides assistance to faculty and staff in the purchase of new equipment.
 5. Support of student computer labs and classrooms.
 6. Supervise IT staff and manage departmental budget.
 7. Provide training for both faculty and staff on work-related programs/software.
 8. Coordinate with various areas of the university on issues related to Jenzabar.
 9. Facilitate weekly Module Managers' Meeting to promote communication and collaboration between departments.
 10. Serve as liaison between the university and Campus EAI (third-party partner).

ASSOCIATE DEANS

Depending upon the size and responsibilities of a university school or college, an associate dean (or deans) may be assigned to assist the dean in the administration of affairs associated with that particular academic entity. Specific duties for which an associate dean would be responsible may vary from one academic division to another. Assignment of those duties/responsibilities will be made by individual deans in conjunction with the Provost. The appointment of an associate dean is made by the President upon the recommendation of the Provost and the appropriate academic dean. Associate deans are directly responsible to the appropriate academic dean. The associate dean receives a one (3-hour) course reduction per semester in teaching load.

DEPARTMENT CHAIRPERSON

The Department Chairperson is appointed by the President upon the recommendations of the Provost and appropriate academic dean and is responsible to the appropriate academic dean.

The essential function of the Department Chairperson is to act as chief administrative officer of the department and be responsible for the general supervision of all programs in the department. The chairperson is expected to conduct the business of the department in full consultation with its members. The position of department chairperson is designed to facilitate the teaching of the discipline to students in the most effective manner possible, utilizing the competence and abilities of the staff and facilities available. The chairperson's responsibilities are understood to encompass the department's entire operation whether some duties are delegated or not. The chairperson may delegate any of the duties to members of the departmental faculty. However, responsibility for the proper execution of the delegated duties remains with the chairperson.

The Department Chairperson receives a one (3-hour) course reduction per semester in teaching load.

The essential duties of the Department Chairperson include:

1. Develop and implement departmental goals and objectives utilizing the university's formal planning and assessment process.
2. Assist in coordinating the work of the department with that of the other departments of the university.
3. Assist in preparing proposals for grants and to serve as a consultant for grant proposals that affect his department.

4. Dispense materials from the administration to the members of his department and vice versa.
5. Work with the Provost and academic deans in planning for additional courses, Maymester and summer school offerings.
6. Furnish leadership for the department in developing a sound instructional program and
 - a. Be responsible for maintaining within the department the highest possible academic standards;
 - b. Recommend to the appropriate academic dean and Provost the annual course offerings, teaching assignments of instructors for the department and the new courses to be offered in the department.
 - c. Assure that syllabi for the courses offered in the department are prepared and kept up-to-date and copies sent to the office of appropriate academic dean and the Provost.
 - d. Recommend adjunct faculty for overload courses to the appropriate academic dean and Provost and see that official transcripts of these adjuncts are on file in the Office of the Provost.
7. Cooperate with the Provost and academic deans and
 - a. Prepare the budget for the department and be responsible for its use
 - b. Requisition supplies
 - c. Approve textbooks
 - d. Maintain departmental records
8. Assist in the selection of new faculty by working with the Provost and academic deans.
9. Serve as a custodian of all property assigned to the department.
10. Serve as curriculum advisor to students taking a major in the department and to oversee the advising by other faculty in the department.
11. Receive recommendations from faculty members in his department for changes in curriculum and departmental policies.
12. Make recommendations to the academic deans and Provost concerning faculty promotions, changes and dismissal in his department, tenure and salary.
13. Preside at formal departmental meetings held at least twice each semester.
14. Judge the acceptability of transfer credits as requested by the Registrar.
15. Review and evaluate all departmental offerings, i.e., the major, general education requirements and electives.
16. Insure the expenditure of grant money in the department consistent with university policy.
17. Process and approve the payment of all time cards and invoices charged to the departmental budget.
18. Evaluate all faculty members, full-time or part-time, who participate in any departmental programs.
19. Assist and advise faculty in the areas of professional development, research, etc.
20. Hire, train and supervise student assistants who function as departmental staff members.
21. Maintain a system of student records for majors and graduates.
22. Aid in the recruitment of students to the university (interviews during campus visits, correspondence with students applying for admission, etc.).
23. Maintain a follow-up program for alumni majors.
24. Aid in the career guidelines and placement of majors (graduate schools, professional careers, etc.).
25. Encourage the formation and development of student clubs and/or honors within the major.
26. Provide for the recognition of academic achievement through student awards and honor programs.
27. To perform other duties as assigned by the appropriate academic dean and/or the Provost.

ACADEMIC PROGRAM DIRECTOR/COORDINATOR

Depending upon the size and responsibilities of an academic college, school, or department, an academic program director/coordinator may be assigned to assist the dean or department chair in the administration

of affairs associated with that particular academic area. Specific duties for which an academic program director/coordinator would be responsible may vary from one academic division or department to another. Assignment of those duties/responsibilities will be made by individual deans and/or department chairs in conjunction with the Provost. The appointment of a program director/coordinator is made by the President upon the recommendation of the Provost and the appropriate academic dean/chair. Academic program directors/coordinators are directly responsible to the appropriate academic dean or chair.

FACULTY MEMBER

A member of the full-time faculty may hold the rank of professor, associate professor, assistant professor, or instructor. As a full-time faculty member, he or she is a voting member of the general faculty and is responsible to his or her department chairperson. The essential functions and responsibilities of a faculty member include:

1. Teach a regular load of twenty-four semester (credit) hours per academic year or its equivalent.
2. Prepare a syllabus for each class, including the making of course outlines and announcing to students the objectives of the course, the requirements of the course, the expectations of the students and the methods of evaluation.
3. Maintain announced office hours, with additional time for special appointments. Faculty are expected to be in their offices at least eight hours per week.
4. Attend departmental, academic area, and general faculty meetings; participating in faculty committees, registration, convocations, commencement, chapel, and other special functions as requested.
5. Give attention to scholarly and creative development in his or her own field.
6. Refrain from the discussion of confidential information with unauthorized persons.
7. Assume the responsibility for seeing that adequate library and other resource materials are available for his or her course (resource requests are made to the librarian through academic department chairs).
8. Endeavor to stimulate an atmosphere of intellectual curiosity.
9. Follow the regulations of the institution.
10. Keep accurate records of grades and absences.
11. Participate in services benefiting the community.
12. Support the mission of the university.
13. Perform other duties as assigned by the Provost or appropriate academic dean.
14. Meet each assigned class, laboratory, etc., unless illness, emergency or prior permission of department chairperson and appropriate academic dean have occurred.

Graduate Faculty

The Graduate Faculty shall consist of three types of members: Full Members, Associate Members and Affiliate Members. Graduate Faculty members are responsible to their immediate supervisors (chairs/deans) in their respective academic disciplines.

Criteria for Membership:

FULL MEMBERSHIP: To be eligible for full membership on the Graduate Faculty, a member shall:

1. Have the terminal degree or its evident equivalent in scholarly maturity and productivity.
2. Have at least three years of college teaching experience, at least one of which must be subsequent to the receipt of the terminal degree.
3. Be elected by the Provost's Council upon the recommendation of:
 - a. Department Chair
 - b. Director of Graduate Studies in the appropriate area

- c. The appropriate academic dean, and
 - d. Provost
4. Be re-appointed at five-year intervals. The re-appointment shall include evidence of scholarly productivity in the areas of teaching, research and service.
 5. Have taught graduate courses at Shorter University or another regionally accredited university/college within the last three years of appointment.

ASSOCIATE MEMBERSHIP: To be eligible for associate membership in the graduate faculty, a member shall:

1. Have at least two years of graduate work in the major field or its evident equivalent in scholarly maturity and productivity.
2. Have at least two years of college teaching experience or hold the terminal degree in lieu thereof.
3. Be elected by the Provost's Council upon the recommendation of:
 - a. Department Chair
 - b. Director of Graduate Studies in the appropriate area
 - c. The appropriate academic dean, and
 - d. Provost
4. Be re-appointed at three-year intervals. The re-appointment recommendation shall include evidence of scholarly productivity.

AFFILIATE MEMBERSHIP: Affiliate members are those persons who are appointed to teach on a course-by-course basis. These persons must possess a minimum of a Master's degree and demonstrate successful experience in their fields in order to be appointed.

ASSOCIATE and FULL MEMBERS may instruct and examine students and recommend candidates for degrees, but only FULL members may vote on matters of educational policy.

Regular Faculty Meetings

Regular meetings of the entire faculty are held at least twice each regular semester. All full-time faculty members are expected to be present and have voting privileges. At the meetings, reports and recommendations are presented by members of the faculty, the administration, committee chairpersons, and any other person who has a matter of sufficient import. (*Robert's Rules of Order* are followed in these meetings.)

Faculty Orientation

A FACULTY ORIENTATION/RETREAT is held each year prior to the beginning of the Fall term. Members of the faculty and administration meet for one to two days to discuss vital topics and phases of their work. Written approval must be obtained from the Provost if an urgent matter arises which will prevent attendance.

A separate orientation is conducted for new faculty members prior to the larger orientation for the entire faculty. Basic policies of the university are presented.

COMMITTEES

In addition to academic areas, departments, schools and colleges, the faculty is further organized by assignment to standing and/or special committees. Members are appointed to standing committees by the Provost in consultation with other academic and university offices. The Provost also solicits individual requests for assignments to a specific committee from all of the faculty.

Responsibilities

The primary responsibility of a faculty committee is to conduct the order of business in its prescribed area and report its findings and recommendations to the faculty at large. It may consult with administrative officers or create ad hoc sub-committees. It votes by secret ballot upon request of any one member.

Membership

All persons holding official appointments with a rank of instructor, assistant professor, associate professor, or professor, or whose regularly assigned duties include instruction or administration on a full-time basis are eligible for membership on a faculty committee.

Official membership becomes effective with the opening of the Fall term and generally continues for two, and not more than five years consecutively (except for committees in which the Provost, Registrar and Academic Deans participate). If possible, terms shall be arranged so that approximately one-third of each committee's members may be newly appointed each year. Membership of each committee shall be so constructed as to represent, in so far as possible, a diversity of the university's academic disciplines.

Members shall attend all meetings and communicate information to the academic areas they represent. A member may be removed from a committee by the Provost for grossly neglecting his/her duties. The Provost is an ex-officio member of all committees.

Committee Officers

Each committee shall elect its chairperson by majority vote of the members at its first meeting held during Faculty Orientation prior to the beginning of the Fall semester. The chairperson may not serve for more than three successive years, and he/she is not eligible for the chairpersonship of any other faculty committee. Each committee shall also elect a Vice Chairperson and a Recording Secretary. The Vice Chairperson will preside in the absence of the Chairperson and the secretary will keep minutes of the meetings and forward a copy to the Office of the Provost and to the Office of Institutional Effectiveness/Research. Any departure from these procedures will be noted in the description of the individual committees listed below.

Special Committees

From time to time the Provost will appoint special committees (and/or task forces), which report to him, to particular committees of the faculty, or to the faculty at large. It is the prerogative of the Provost to appoint the chair of such committees.

Standing Committees

Faculty/staff committees are comprised primarily of faculty members with some representatives from the staff and student body. While most standing committees deal with academic matters in some form or fashion, others treat issues pertaining to the entire campus community.

1. The PROVOST'S COUNCIL is directed by the Provost and composed of the Academic and Administrative Deans. It reviews assessment data from the various departments, schools and colleges as well as responding to suggestions and recommendations from the Office of Institutional

Effectiveness and Research. The Council serves as the focal point for integrated strategic planning and budgeting for the academic affairs division and recommends the academic priorities to the Strategic Planning Committee. The Council also provides the opportunity for direct interchange among the various academic units, serves as the university's academic council, and helps to formulate and regulate academic policies and procedures.

2. The ACADEMIC ADVISING COMMITTEE is composed of faculty and staff that aid in the advising, support, and success of incoming students. They also provide counsel and direction on issues such as student attendance, course success, and course completion. Moreover, this committee helps to ensure a successful transition of new students to university life and seeks to enact measures that will propel students toward degree completion.
3. The UNDERGRADUATE ADMISSIONS COMMITTEE consists of faculty representatives, the Vice President for Enrollment Management (or his/her representative), and the Registrar. Primary duties include evaluation of admission policies at regular intervals and the recommendation of standards and policies for the admission of all students to the President and his cabinet. The sub-committees within the Undergraduate Admissions Committee are the Applicant Review Sub-committee (which reviews exceptional students for acceptance) and the Appeals Sub-committee (which evaluates students for re-admission to the university and those who choose to appeal when not accepted by the aforementioned sub-committee).
4. The GRADUATE COUNCIL serves the same functions (see above) for graduate students as does the Undergraduate Admissions Committee for undergraduates. The council's membership consists of the Directors of Graduate Studies (deans) in all areas offering graduate degrees, the Associate Provost (who serves as chair) and up to four members at large from those areas offering graduate program emphases. [Note: if the Associate Provost position is vacant, the council will elect the chair.] The Registrar and the Director of the Library serve as permanent ex officio members. With the exception of the Registrar and the Director of the Library, all members of the Council must be in Full Membership on the Graduate Faculty. Members at large are appointed for rotating three (3) year terms by the Provost. The responsibilities of the Graduate Council also include:
 - a. determining policies of admission to Graduate Studies;
 - b. considering and approving graduate programs submitted to the Council by the various departments/schools (these proposals are then sent to the Curriculum Committee, etc.);
 - c. electing members of the Graduate Faculty upon recommendation by the various department chairs offering graduate instruction;
 - d. evaluating new courses (and deleting courses) for graduate credit and sending proposals to the Curriculum Committee; and
 - e. acting upon any other problems affecting graduate programs.

The Graduate Council constitutes the academic policy-making body of the Graduate Faculty, provided that its actions are consistent with the stated purposes and policies of the University set by the Trustees.

5. The STUDENT APPEALS COMMITTEE hears appeals in disciplinary cases appealed by a student found in violation of the conduct code or by the accusing party (the committee reserves the right to hear only those cases which, on reviewing evidence, it believes to merit a new hearing). A record of all cases and decisions is filed in the Office of Student Affairs. The Appeals Committee is not to retry the case, although it is usually necessary to know the circumstances that occurred so as to make an informed decision. The Appeals Committee is to determine whether the appeal has validity or if

the previous determination will stand. If an appeal is granted, the committee must then determine an appropriate course of action: reduce the penalty; assign an equal, but more appropriate penalty; drop the penalty.

The **Traffic Court** is a subcommittee of the Appeals Committee. Traffic tickets may be appealed within two weeks of the date of the ticket. The court meets as often as needed. The decision of the court is final.

6. The ATHLETIC ADVISORY COMMITTEE is designed to advise the President on policies concerning intercollegiate athletic activities. The committee is charged with interpreting and applying those policies, assessing the effectiveness of the university's intercollegiate athletic programs, and creating and maintaining a supportive environment for intercollegiate activities. The members of the committee are appointed by the President and include three faculty members (two at large members and the Faculty Athletic representative), two Shorter University administrative personnel, the SGA President, two student-athletes, and three representatives from the local community and booster organizations. Those serving in an ex-officio capacity are the Athletic Director and the Senior Woman Administrator.

The Athletic Advisory Committee acts in an advisory role in various areas which include: assessment of the intercollegiate athletics program; programs related to conference affiliation; addition/deletion of sports; use of athletic facilities (for college and non-college functions); long-range facility planning; conduct of spectators/athletes/coaches; athletic budget allotment; length of seasons; number of games/contests; travel limitations; loss of class time; post-season competition; recruitment; financial aid to athletes; issuance of passes; etc.

7. The CAMPUS CHEMICAL AND BIOLOGICAL HAZARD COMMITTEE works with students, faculty, and administrators to develop and implement appropriate safety, chemical hygiene, and waste disposal policies and practices. Such policies and practices should be written into Standard Operating Procedures (SOP) and updated annually. The committee is also responsible for the development and oversight of an OSHA-compliant safety training program for laboratory employees. For further information regarding committee responsibilities, see the Shorter University *Chemical Hygiene Plan*.
8. The CURRICULUM COMMITTEE meets at least twice per full term and is responsible for approving all undergraduate and graduate academic programs and courses of study and assessing the general education (Liberal Arts Core/Foundation) curriculum. Any curriculum change must be submitted to the Committee for study and action (including the addition of new courses/degree programs and the revision/deletion of existing courses/degree programs). Faculty members may request curriculum changes of the Committee through their departmental chairperson and dean. The committee consists of faculty representatives and the Director of Libraries. School/college deans and the registrar serve as ex-officio members. The chair is appointed by the provost (on the basis of experience in curricular matters) and is not subject to term limitations. Addition of new academic programs must be approved by the administration and subsequently by the Board of Trustees.
9. The LEGISLATIVE COMMITTEE is composed of faculty members and staff. The Vice President for Student Affairs is an ex-officio member of the committee. The SGA President may attend meetings upon invitation. The purpose of the committee is to:
 - a. Serve as a House of Legislation in voting on major legislation, rules, and regulations. Major legislation is defined as rules, regulations, constitutions of new organizations, SGA constitutional changes, and legislation deemed necessary by the student senate and/or the

- Legislative Committee.
- b. Initiate and/or approve impeachment proceedings.
- c. Serve on the Who's Who Committee.

The **Student Conduct Committee** is a subcommittee of the Legislative Committee and hears all disciplinary cases not clearly within the jurisdiction of an administrative hearing. Charges may be brought in writing by a faculty member, administrator, resident director/assistant, student, or other member of the university community to the Vice President for Student Affairs. Cases at this level may result in fines, work hours, restitution, warnings, disciplinary probation, suspension, expulsion, or other appropriate penalty. A record of all cases and decisions is filed in the Office of Student Affairs. Decisions in these cases are subject to appeal, on merit, to the Student Appeals Committee. The appeal must be in writing and received with five class days following notification to the student.

10. The GENERAL EDUCATION ASSESSMENT COMMITTEE evaluates, on a regular basis, the effectiveness of the core/general education curriculum. Using a variety of assessment tools, the committee plans, proposes, and evaluates those learning outcomes for the general education curriculum. Based on learning outcome results, the committee makes recommendations for adjustments or changes to the core curriculum to the Curriculum Committee. A representative from the Office of Institutional Effectiveness and Research will serve as the chair of this committee.
11. The GLOBAL EDUCATION COMMITTEE is responsible for increasing awareness of opportunities for international education and to facilitate and oversee the distribution of funds allocated through strategic planning. The Assistant Vice President for International Programs chairs this committee which provides assistance in the selection/approval of students who apply for overseas study and evaluates proposals submitted by faculty for specific study-abroad programs.
12. The PROMOTION AND TENURE COMMITTEE shall be composed of six tenured faculty members who are associate or full professors. Three members of the committee shall be appointed by the President for a three-year term. Three members of the committee shall be elected by the faculty-at-large for a term of three years.

From the six-person committee, a chairperson and a chairperson-elect shall be elected. The chairperson-elect must be a member with two years remaining on his/her term and then serves his/her last year as chairperson to assure continuity. Members of the committee may neither succeed themselves (except after a hiatus of one year or unless there are no other tenured professors available for appointment or election), nor serve on the Faculty Appeals Committee simultaneously.

13. The FACULTY APPEALS COMMITTEE is composed of five members who have tenure and are elected annually by the faculty. No member may serve more than four consecutive years. The member with seniority of consecutive years of service on the committee will be chairperson. In the event of equal seniority, the one with the greatest length of service at Shorter University will be chairperson. (See Employment Policies Section - Grievances Procedures)

The Faculty Appeals Committee may hear appeals of a tenured faculty member who is terminated or given notice of non-renewal under the terms of his/her contract, or of a non-tenured faculty member

who is terminated for violation of the terms and conditions of his/her contract before the end of his/her contract. The recommendations of the Appeals Committee are advisory to the President of the University.

The Committee also serves as one of the final steps in a student's appeal process for "Changing or Appealing Course Final Grades." The Faculty Appeals Committee will not itself alter a student's course grade but it may recommend that a re-examination or other appropriate assignment be given to the student, that the appropriate academic dean investigate the entire matter, or other appropriate action be taken (see section E below).

Guidelines for Changing/Appealing Course Final Grades:

Grade Changes/Appeals

Based on individual student circumstances, a professor may change a grade within the six-month period following the end of the course. Between six months and one year, both the professor and the department head must approve the grade change. After one year, the Provost must also approve the grade change. A grade change after one year must be due to clerical error.

Appealing a Final Course Grade

- A. The first level of appeal for a student who is dissatisfied with a grade received is to the professor assigning the grade. The student should make contact with the professor to explain the basis of dissatisfaction and the professor should explain the basis for the grade. This meeting should be face to face; however, the professor may allow other forms of communication (via telephone or email, for example). The student must request this interview in writing to the professor within 10 days of the posting of the final grade. Once the faculty member has received the request, the interview (or other communication) must be scheduled within normal working hours (8 a.m. - 5 p.m.), Monday through Friday within 10 days of the student's request (unless the request does not fall within a major term; see paragraph D below). Failure by the faculty member to respond to the student's request within the established time will be considered a violation of the University policy. Failure of the student to appear at the scheduled interview ends the appeals procedure. If the student has not been contacted by the professor within 30 days of mailing the appeal, the student should file the appeal directly with the department chairperson.
- B. If the student wishing to appeal a final course grade is still dissatisfied after an interview (or other agreed upon communication) with the professor, the student should then submit a written statement to the chair of the department within 10 days of the interview. This should contain the reasons for dissatisfaction and the specific changes the student regards as fair and desirable. The burden of proof lies with the student in such a case to show that an error of malfeasance has occurred. Within 10 days of receiving the written appeal, the department chair will notify in writing both the professor and the student of the chair's decision (as noted in Paragraph D, this deadline is extended when the appeal is not lodged during a major semester). When, in the opinion of the department chair, the student fails to show reasonable cause for further investigation, the chair may deny the appeal without taking further action.
- C. When, in the opinion of the department chair, a student's appeal raises reasonable doubt as to whether a mistake or malfeasance has occurred, the chair shall appoint within 10 days a committee of three faculty members whom the chair considers most nearly competent in the subject matter. This committee will meet and issue a decision in writing to the department chair, professor and student within 10 days of the request. Both the professor and student should be asked to bind themselves in advance to accept the committee's decision. Neither

- may be required, however, to bind themselves.
- D. If the student files the initial request at a time other than during a major term (fall or spring semesters) and if the professor or department chair are not available during that time, all of the foregoing deadlines begin to run with the first day of class in the next major term.
 - E. Any student who has exhausted the remedies open under the procedures outlined above may appeal the entire matter to the Faculty Appeals Committee. The student should be advised by the department chair that the Faculty Appeals Committee will not alter a grade under these circumstances, but if the student can show compelling evidence that the procedures outlined above have been violated, the Committee may recommend that a reexamination or other appropriate assignment be given to the student, that the appropriate academic dean investigate the entire matter or other appropriate action be taken.
 - F. All results from these proceedings of the Faculty Appeals Committee should be reported to the appropriate academic dean and Provost as information.
14. The COMMITTEE FOR STUDENT APPEALS OF ACADEMIC POLICIES AND PROCEDURES addresses academic policy appeals made by students. Such appeals include waivers to enroll under academic suspension, extending the drop/add period, petitions to withdraw after deadlines, etc. In most cases these appeals can have financial, academic, and athletic implications that the committee must consider. The committee will be chaired by the registrar and will meet bi-weekly unless there are no appeals to consider.
15. The ACADEMIC INTEGRITY APPEALS COMMITTEE is composed of six full-time faculty members. This committee considers appeals made by students who have been charged with violating the university's *Academic Integrity Policy*.

If a member of the Academic Integrity Appeals Committee is unavailable, is involved in the matter being appealed, or feels that he/she must excuse himself/herself then that member will be replaced. The Provost will select the replacement.

NOTE: The Academic Integrity Appeals Committee is distinct from the Faculty Appeals Committee that hears appeals of final grades.

Academic Integrity Policy:

A Community of Honor

As a liberal arts university committed to the Christian faith, Shorter University seeks to develop ethical men and women of disciplined, creative minds and lives that focus on leadership, service and learning. The Honor System of Shorter University is designed to provide an academic community of trust in which students can enjoy the opportunity to grow both intellectually and personally. For these purposes, the following rules and guidelines will be applied.

Academic Dishonesty

"Academic Dishonesty" is the transfer, receipt, or use of academic information, or the attempted transfer, receipt, or use of academic information in a manner not authorized by the instructor or by university rules. It includes, but is not limited to, cheating and plagiarism as well as aiding or encouraging another to commit academic dishonesty.

"Cheating" is defined as wrongfully giving, taking, or presenting any information or material borrowed from another source - including the Internet by a student with the intent of aiding himself or another on academic work. This includes, but is not limited to a test, examination, presentation, experiment or any written assignment, which is considered in any way in the determination of the final grade.

"Plagiarism" is the taking or attempted taking of an idea, a writing, a graphic, musical composition, art or datum of another without giving proper credit and presenting or attempting to present it as one's own. It is also taking written materials of one's own that have been used for a previous course assignment and using it without reference to it in its original form.

Students are encouraged to ask their instructor(s) for clarification regarding their academic dishonesty standards. Instructors are encouraged to include academic dishonesty/integrity standards on their course syllabi.

Procedure

- A. It is the responsibility of an instructor to certify that academic assignments are independently mastered sufficiently to merit course credit. The responsibility of the student is to master academic assignments independently, refrain from acts of academic dishonesty, and refuse to aid or tolerate the academic dishonesty of others.
- B. If an instructor determines that the student is guilty of academic dishonesty, the instructor must discuss the matter with the student. In the event the instructor cannot reach the student in a timely manner, such as when the student has gone home at the end of a semester, the instructor may assign a grade of "I" (Incomplete) until the student can be contacted and the matter of academic dishonesty discussed. The instructor then completes the "Academic Violation Form" (*see Appendix A*) which should include evidence and other necessary documentation. The instructor will determine the appropriate remedy: either to assign a grade of zero on that assignment in question or a grade of "F" in the course. The student will designate whether he/she accepts the remedy for the violation of the dishonesty policy or wishes to appeal the instructor's decision. If a student elects to appeal, the "appeal due date" line must be completed on the Academic Violation Form. (See the Appeals section below for more information regarding the appeals process.)
- C. Upon completion, the instructor forwards the Academic Violation Form to the Registrar's for the placement in the student's permanent record. The Registrar will forward copies of the Academic Violation Form to the student, the faculty member, department chair, academic dean, and provost. Not appealing when the form is first completed or by the appeal due date will be taken as an admission of guilt, except under compelling circumstances to be determined at the sole discretion of the provost.
- D. If upon receipt of the Academic Violation Form the Registrar determines that the student is guilty of a second offense, then a grade of FD (Failure Due to Academic Dishonesty) will be assigned by the Registrar for the course regardless of the remedy specified on the Academic Violation Form. Assigning the FD is to be done by the Registrar when the second Academic Violation Form is placed in the student's record, and the Registrar will notify all parties in writing. The student is then permanently barred from membership in any honorary society and is permanently ineligible for any SU honor list. The student may petition the Academic Integrity Appeals Committee to have the dishonesty notation removed from the transcript after one year or upon graduating from the University if no additional dishonesty offenses occur and the student satisfactorily completes the **Academic Integrity Program*** (see pp.27-28). The grade of F remains on the transcript. Upon receipt by the Registrar of a third

offense, the Registrar will assign the grade of FD and then notify all parties. After all appeals are exhausted, if the third offense still stands, then the student will be permanently expelled from the University. The notice of expulsion will be forwarded to the student, department chair, appropriate academic dean, dean of students, provost, and president. A copy of the final report with the three offenses will become a part of the student's permanent record. The university reserves the right to expel the student after a first or second offense, depending on the circumstances and at the sole discretion of the provost.

Appeals

- A. The student who wishes to appeal an academic violation charge should submit his/her appeal in writing to the chair of the appropriate department by the appeal due date indicated on the Academic Violation Form, which is normally within ten regularly scheduled class days after the completion date of the Academic Violation Form. This statement should contain the reasons for which the student is appealing the instructor's decision. The burden of proof lies with the student in such a case to show that an error or malfeasance has occurred. Within ten regularly scheduled class days of receiving the written appeal, the department chair will notify in writing both the instructor and the student of the chair's decision. If the department chair is also the instructor who files the Academic Violation Form, then the student must appeal to the appropriate academic dean.
- B. When, in the opinion of the department chair, the student fails to show reasonable cause for further investigation, the chair may deny the appeal without taking further action. When, in the opinion of the department chair, a student's appeal raises reasonable doubt as to whether a mistake or malfeasance has occurred, the chair will meet with the faculty member and with the student and render a decision within ten regularly scheduled class days of the receipt of the appeal. If the decision favors granting the student's appeal, the department chair may request that the Registrar remove the Academic Violation Form from the student's record. The chair will notify both the student and the instructor of this action.
- C. If the student files the initial appeal or elects to appeal the chair's decision during Maymester, Summer I, Summer II or during final exam week of the Fall or Spring semesters and if the instructor or department chair is not available during that time, all of the foregoing time requirements begin with the first day of class in the next major term. In extreme or unusual circumstances regarding the timeliness of the appeals process, the provost will make the final determination.
- D. Any student who has exhausted the remedies open under the procedures outlined above may appeal the entire matter to the Academic Integrity Appeals Committee in writing within ten regularly scheduled class days of receiving the response from the department chair. Upon receipt of the appeal, the Academic Integrity Appeals Committee will review the matter and issue a decision within fifteen (15) regularly scheduled class days. The Academic Integrity Appeals Committee has the authority to deny the appeal, reduce the penalties in the event of extenuating circumstances, or direct the registrar to remove the record of the Academic Violation Form from the student's permanent record. The results of the Academic Integrity Appeals Committee are final.
- E. All results from the proceedings of the Academic Dishonesty Appeals Committee should be reported to the appropriate academic dean, dean of students, and provost as information.

NOTE: During the appeals process, the student may continue to attend the class in which the violation occurred.

*The **Academic Integrity Program** is under the supervision of the Office of Student Engagement and Success. Once a student or graduate appeals to the Academic Integrity Appeals Committee to have the dishonesty notation removed from his/her transcript, the committee may approve the request and then forward the matter to the Office of Student Engagement and Success. The Academic Integrity Program may include the following:

- Completion of the course **CST 4600 Christian Ethics** (3 hours of academic credit) with at least a final grade of C. The student or graduate is responsible for any cost connected with taking the course.
- Completion of an **Academic Integrity Workshop** (no academic credit) which will focus on a variety of areas including:
 - Strategies, Tools, and Techniques for Avoiding Plagiarism
 - Managing the Research and Writing Process
- Completion of an **Academic Integrity Seminar** (no academic credit)
 - The purpose of the seminar is to provide a structured opportunity for students to learn from their experience and develop ethical decision-making skills on a personal level.
 - Seminars may consist of small groups and/or one-on-one meetings with a faculty or staff mentor who will facilitate the student's acquisition of knowledge in the area of academic integrity by requiring the student to complete multiple assignments (which entail verbal discussions, extensive reading, research, and written reports).

16. The CHRISTIAN LEADERSHIP COUNCIL - The function of the council is to provide faculty and staff with opportunities to enhance their abilities to integrate faith in the entire program of campus life; offer programs, events and activities to faculty, staff and students that will deepen their understanding of an authentic biblical worldview; provide opportunities for interaction with the larger Christian community through conferences, conventions and ongoing projects that will engage faculty, staff and students in evangelistic and ministry outreach; and develop a leadership training program for young Christian scholars that will include highly qualified and motivated students from a variety of disciplines.

The council will also select a lecturer for any of the currently funded lectureship series. Moreover, it will make the necessary arrangements connected with a lectureship series (publicity, luncheons, etc.).

17. The CENTER FOR EXCELLENCE IN TEACHING acts in an advisory capacity in the creating, planning, coordinating and producing of the center's programs and activities to advance teaching excellence among the faculty. The center will sponsor workshops, retreats, etc. to achieve its goals. It also works to promote dialogue among faculty on teaching and professional development. The center will assist the Provost in planning the New Faculty Orientation and the Faculty Retreat which are scheduled before the beginning of each academic year. Furthermore, the center will coordinate with the QEP Taskforce in the implementation of the university's Quality Enhancement Plan.
18. The WELLNESS COMMITTEE strives to help all Shorter University employees and students maintain a healthy lifestyle through education and wellness programs in the areas of nutrition, fitness, and stress reduction.

19. The INSTITUTIONAL REVIEW BOARD (IRB) is composed of six faculty members representative of the academic units. The IRB is responsible for protecting the rights and welfare of human and animal research subjects that participate in research activities conducted under the auspices of the University. The IRB has the authority to approve, require modification in, or disapprove all research activities that fall within its jurisdiction as specified by federal regulations and policies of the university and affiliated institutions. The IRB functions independently of, but in coordination with, other university committees.
20. The TEACHER EDUCATION COMMITTEE (TEC) has three primary responsibilities:
- The TEC votes to approve or disapprove candidate admission into the Teacher Preparation Program and may review policies regarding admission into the program.
 - The TEC votes to approve or disapprove a candidate's admission into Clinical Practice and may review policies concerning Clinical Practice.
 - The TEC serves as the appeals committee for dispositional issues. In this capacity, the TEC convenes to vote on the acceptance or rejection of a candidate's appeal concerning the consequences of his/her dispositional related unprofessional behavior.
- The TEC consists of representatives from the university's various educational programs and the dean of the School of Education. The SOE dean chairs the TEC.
21. The ALCOHOL AND OTHER DRUGS COALITION encourages the Shorter University community to make educated and responsible choices in matters of alcohol and other drugs in support of the institution's mission and standards.
22. The SHORTER SAFETY COUNCIL assists in developing policies for the university's safety program as well as in the implementation of such policies. The council is responsible for advising the Director of Campus Safety, who is charged with implementing a full range of safety programs that include training in safety procedures/policies and the establishment of emergency plans.
23. The QEP TASKFORCE was created to establish and implement the university's Quality Enhancement Plan. While some taskforces are dissolved upon realization of purpose and objectives, others are converted to standing committees should university goals and mission merit that transition.
24. The HONORS COMMITTEE is comprised of honor society sponsors from all schools and colleges of the university. The student-focused committee promotes cooperation among honor societies and is responsible for ensuring that requirements for induction are observed and publicized appropriately, that awareness of opportunities for inductees is encouraged across the university, and that qualified students are inducted at least annually into their respective society.

SECTION III: EMPLOYMENT GUIDELINES

RECRUITMENT OF FULL-TIME AND ADJUNCT FACULTY

The recruitment of qualified faculty members is the joint responsibility of the Provost, the Dean of the appropriate College or School and the department in which the appointment is to be made. The University will employ a limited number of adjunct faculty when their qualifications meet the educational degree standards for full-time employment. Recruitment is subject to the University's Equal Employment Opportunity Policy. The University is committed to a policy of full compliance with all laws applicable to the University which prohibit discrimination based on race, color, national or ethnic origin, sex or handicap, but the University asserts its rights under the First Amendment as a church-related institution. The University discriminates on religious grounds in its employment practices in order to fulfill its mission. *[See Appendix B: Guidelines and Procedures for Faculty Recruitment and Interviews.]*

FACULTY CREDENTIALS AND PREPARATION

Full-time faculty members must have official transcripts for all undergraduate and graduate degrees on file in the Executive Vice President/Provost's Office. Adjunct faculty members must have official transcripts on file in the Executive Vice President/Provost's Office. The School or College Dean, Associate Dean, and Department Chair are responsible for ensuring credential sheets detailing faculty qualifications in terms of graduate credit hours and any necessary statements of justification are on file in the Executive Vice President/Provost's Office for full-time faculty. The School or College Dean and Department Chair are responsible for ensuring credential sheets detailing faculty qualifications in terms of graduate credit hours and any necessary statements of justification are on file for adjunct faculty in the Executive Vice President/Provost's Office. Full-time and adjunct faculty credentials must meet the standards of the University's accrediting associations.

CONTRACTS

Full Time Faculty

Faculty contracts are generally issued each academic year by the President. Contracts specify the terms and conditions of employment. The Faculty Handbook is not a contract; however, provisions of the Handbook may be included in the contract by reference. Employment is governed by the contract, which may or may not be renewed. Contracts for tenured professors only provide for an expectation of continued employment subject to the conditions of the contract (see "Tenure Policies").

Faculty members are employed by the President of the University upon the recommendation of the Provost and the approval of the Board of Trustees. The terms of each contract are privileged, confidential matters between the faculty member and the Administration. Employment, unless otherwise stipulated, is for the academic year August 1 through May 31 excluding Maymester. The first official function of the academic year where all full-time faculty are expected to attend is the Faculty Retreat (note: deans and/or department chairs may require meetings for their respective faculty prior to/after the official start/conclusion of classes during the academic year that fall within the aforementioned contractual period).

Description of Contracts Offered to Faculty

The terms of each appointment to the faculty are set forth in writing in the contract.

Full-time Faculty

1. Shorter University provides two types of contracts for full-time faculty: with tenure and without tenure. The definition of and provisions for tenure are described in the section of this handbook entitled "Tenure Policies."

A faculty member must have an earned doctoral degree in the field of the teaching appointment to be considered for tenure. Possible exception will be made only when the faculty member has unusual qualifications and a doctoral degree in a cognate discipline as determined by the Provost.

2. Non-tenured faculty contracts provide for a fixed term of employment, usually one academic year. The non-tenure contract may be for one academic year or more. The contract may or may not be renewed.
3. While only tenured faculty members have expectation of continued employment, the University will provide notice of non-renewal to all full-time teaching personnel. A faculty member serving under a contract as a Visiting Professor, Lecturer or Adjunct Professor shall not be entitled to any notice of non-renewal. Until a faculty member is granted tenure, he/she serves on a year-to-year basis and his/her services may be terminated with the expiration of any year's contract without prejudice either to him/her or to the institution. Notice of non-renewal shall be given by May 15 of the contractual year. If a non-tenured faculty member violates the terms and conditions of his/her contract, his/her employment may be terminated before the end of his contract year with corresponding loss of salary.
4. The University makes no distinction between full-time faculty with or without tenure contracts as regards salary, fringe benefits, teaching loads, academic freedom, committee assignments, and other faculty responsibilities. Faculty on both types of contracts are equally eligible for promotions, salary increases, professional travel, study leaves, and any other faculty development programs available.
5. Some full-time faculty have non-teaching responsibilities included in their job description. Examples of these non-teaching responsibilities include, but are not limited to: (a) administrative duties of academic deans, department chairpersons, and program coordinators; (b) release time for directing or participating in grants; and (c) special projects.

The faculty member's service and employment in non-teaching roles shall be entirely at the will of Shorter University. The faculty's non-teaching duties shall be performed at the pleasure of the President and shall constitute at-will employment separate and distinct from the faculty member's employment as a member of the faculty at Shorter University. The President may, at any time, remove any or all administrative or non-teaching duties from the faculty member. Additionally, the President may substitute teaching responsibilities to replace non-teaching assignments up to the normal teaching load of 12 credit hours per semester (or 9 credit hours per semester for those teaching graduate courses), 3 credit hours per Maymester and 6 credit hours per summer session. [NOTE: Online/Adult Education

faculty (non-traditional) teach 36 credit hours per contractual period (June 1- May 31). The additional credit hours are in lieu of advising, committee responsibilities, departmental meetings, etc.]

Should the faculty member's administrative/non-teaching duties be terminated by the President during the term of the contract, the faculty member shall be entitled to the full compensation provided in the contract for the remaining period of the contract provided that the faculty member is not simultaneously terminated from employment at Shorter. If the administrative/non-teaching duties are removed simultaneously with the employment at Shorter, the faculty member will not be entitled to any additional installments of compensation for the remaining term of the contract.

Part Time Faculty/Visiting Faculty/Lecturers

1. Part-time faculty and Artists-in-Residence, sometimes referred to as adjunct faculty, are temporary employees who generally teach one or two courses in a given term. They must meet at least the same academic qualifications for employment as required for the rank of Instructor.
2. Visiting Faculty are temporary employees who are usually awarded contracts for the Fall and/or Spring semester. These faculty usually teach twelve (12) credit hours per semester and must meet at least the same academic qualifications for employment as required for the rank of Instructor.
3. Lecturers are temporary employees who may teach regularly in the undergraduate curriculum, who are awarded academic year contracts (Fall and Spring semesters) to teach 24 credit hours, and who must meet at least the same academic qualifications for employment as required for the rank of Instructor. Lecturers will attend departmental and general faculty meetings, schedule specific office hours, and may participate in Commencement exercises.

Contracts for temporary faculty positions are subject to the following conditions:

- a. All part-time, adjunct, artist-in-residence, visiting professor, or lecturer contracts are issued for a term of employment and carry no rights in regard to renewal including, but not limited to, any right to notice of non-renewal.
- b. Part-time, adjunct, and artist-in-residence contracts are issued for specific courses and may be canceled or reduced, should enrollment in the course(s) be insufficient in the sole judgment of the University to offer the course(s).
- c. Part-time and adjunct contracts and contracts for visiting professors of no more than one semester include no benefits other than salary. Visiting professors with one-year contracts and lecturers with one year contracts are eligible to participate in the University's health insurance program.
- d. Temporary faculty have no expectation of tenure or promotion. Temporary contracts may be issued to an individual for as many consecutive or interrupted terms as deemed necessary by the Provost.

- e. Part-time and adjunct contracts are signed by the department chairperson, the appropriate Dean, and Provost. No representative of the University has any authority to amend (orally or in writing) the terms of the contract except the President, Provost or appropriate dean and then only in writing. Visiting faculty, lecturer and artist-in-residence contracts are signed by the President and may only be amended in writing by the President or Provost.

CRITERIA FOR PROMOTION IN RANK AND FOR TENURE

General Criteria

Shorter University is primarily a teaching institution. As such, the primary standards for evaluation of all faculty are excellence in teaching and fulfillment of the mission, philosophy and goals of the University. While the primary focus of this activity is transmission of knowledge and the development of new skills, insights, and sensitivities within the classroom, teaching is not limited to that setting. It also includes the informal dialogue between teacher and student, the sharing of ideas with colleagues, and the presentation of intellectual and moral concerns within the university community.

In addition to the items stated previously, factors included in evaluation for promotion include the following: academic preparation (degrees held); participation in college activities; advising and counseling of students and leadership in student activities; personal attributes such as integrity, objectivity and industry; years of service in rank; community service; church membership and active involvement; productive scholarship, and creative activities (research, publications, authorship, performances); participation in professional societies; and fulfillment of the mission, philosophy and goals of the University.

It should be noted that while there is a minimum number of years that a faculty member must teach before being eligible for promotion to a higher rank, time in rank is in itself not a major component in the decision making process. Promotion is an acknowledgment of merit.

When a person is "recommended for promotion," actual promotion may have to wait for the development of a vacancy in the higher rank. The University will attempt to maintain on a university-wide basis reasonable balanced proportion of professors, associate professors, assistant professors and instructors, and this proportion will determine in some measure the existence of vacancies in a rank at a given time. These criteria, however, will not be allowed to penalize an especially deserving case for an unreasonable period.

Performance Expectation Levels for the Various Ranks and Tenure

The higher the faculty rank, the greater the level of expectation in terms of performance and leadership. For example, associate professors, besides holding a doctorate or other appropriate terminal degree, should be recognized as outstanding teachers, be actively engaged in teaching, advising service, scholarship activities of a high quality and leadership in a local church.

Professors should, beyond what is expected of faculty at other ranks, be recognized as master teachers and advisers and as professional and institutional leaders. Their teaching, advising, and other contacts with students should reflect high professional competence and should serve as models for the less experienced.

In making decisions concerning tenure and/or promotion, the University evaluates candidates on the basis of evidence of performance in three primary areas:

- (1) instructional activities and professional competencies;
- (2) research/scholarship, professional development, and faith integration;
- (3) university/community/church services. The primary performance criterion for tenure and promotion is teaching effectiveness. Teaching involves all aspects of the education process inside and outside the classroom. Candidates must have demonstrated outstanding levels of performance in at least two of the three areas for consideration for promotion from instructor to assistant professor and from assistant professor to associate professor. Outstanding levels of performance in all three areas are required for promotion from associate professor to full professor and for the awarding of tenure.

1. Instructional Activities and Professional Competencies (based primarily on last four years at Shorter University)

Excellence in teaching is recognized as a primary goal for faculty at Shorter University. Evidence for evaluating performance in teaching includes the following:

- a. student, department head, Academic Dean, Provost and peer evaluations
- b. course organization, such as syllabi and other course materials
- c. examples of teaching-related activities such as student advisement, guest lectures, special awards/recognitions, etc.
- d. professional competencies: work toward a degree, certification, continuing education, etc. that directly impacts a professor's competency in his/her chosen academic field.

2. Research/Scholarship, Professional Development, and Faith Integration (based primarily on last four years at Shorter University)

- a. investigations through empirical, descriptive or historical research
- b. authored or co-authored books, chapters of books and/or articles in print
- c. creative and/or performance activities in the arts
- d. editorial work for a professional publication
- e. papers presented at professional conferences/meetings
- f. grants developed and/or conducted
- g. development of educational materials and/or procedures
- h. participation in conferences, short courses, workshops or seminars.
- i. integration of biblical faith in the academic framework of the university in general and in one's academic discipline in particular.

3. University/Community/Church Services (based primarily on last four years at Shorter University)

Faculty members are expected to actively participate in collegiate, community and local church activities. Evaluation criteria appear below:

- a. playing an active role in the university's academic development by serving on standing committees, ad hoc committees, etc.
- b. participation, if called upon or elected, in co-curricular and extra-curricular activities such as:
 1. academic societies, service clubs, literary organizations, fine arts groups, etc.
 2. events involving distinguished guests and scholars
 3. varsity teams, sports clubs, social clubs, etc.
- c. membership and active service in a local church
- d. involvement in civic, governmental and/or other community groups
- e. respect for and commitment to the academic and Christian mission of Shorter University to

- promote academic excellence in a Christian environment as shown through personal behavior and encouragement
- f. observation of regulations of the University but also maintaining the right to offer constructive criticism and to seek revisions through proper channels.

Requirements for Respective Faculty Ranks

Since individual faculty members initiate promotion procedures, the following criteria and/or other pertinent information should be adequately substantiated with evidence.

Note: Faculty with prior university teaching experience (in a full-time capacity) will receive up to three years credit (one year for each year at the college level) toward consideration for promotion. Two years of teaching experience below college/university level or two years of experience cognate to the teaching position at Shorter University (work experience) are each equivalent to one year of college teaching experience.

1. *Instructor:*
 - a. baccalaureate or master's degree appropriate to the area of appointment
 - b. evidence of competence in teaching or recommendations from teachers at the graduate level or appropriate supervisors.
2. *Assistant Professor:*
 - a. master's or doctor's degree appropriate to area of appointment
 - b. evidence of effective teaching
 - c. evidence of the capacity for professional and scholarly activities
 - d. demonstrated ability to participate in collegiate/community/church activities
 - e. four years teaching experience at the Instructor level at Shorter University, except in cases where doctorate has been earned.
3. *Associate Professor:*
 - a. satisfaction of criteria for assistant professor
 - b. a terminal degree or its equivalent. The terminal degree usually refers to the earned doctorate. In some disciplines, the master's degree in the discipline may be considered the terminal degree, such as the M.F.A., the M.S.W., and the M.L.S.
 - c. evidence of superior teaching ability
 - d. evidence of continued mastery in discipline as demonstrated by scholarly/professional activity
 - e. evidence of participation as a colleague in the activities of the collegiate/community/church services areas
 - f. five years of successful college teaching at the Assistant Professor level or other appropriate academic activities of which at least two years must be at Shorter University
 - g. evidence of academic leadership.
4. *Professor:*
 - a. satisfaction of criteria for promotion to Associate Professor with a minimum of three years of teaching experience at the associate professor level

- b. an earned doctorate in the field of the teaching appointment. Possible exception will only be made when the faculty member has unusual qualifications and a terminal degree in a cognate discipline as determined by the Provost
 - c. evidence of outstanding teaching
 - d. evidence of substantive activity in the scholarship/professional area
 - e. evidence of superior leadership in collegiate/community/church services areas
 - f. seven years of successful college teaching, including four years at Shorter University.
5. *Adjunct, Visiting Professors and Lecturers*
- a. master's or doctor's degree appropriate to the area of appointment
 - b. evidence of competence in teaching and/or specific expertise in a professional area which is unique or outstanding.

NOTE:

Exceptions to the above criteria may be made only by the President and/or the Board of Trustees.

The employee fringe benefits package is not available to adjunct faculty. Visiting professors teaching full time on an academic year contract and lecturers are eligible to apply for health insurance coverage.

Distinguished Professor

The title of Distinguished Professor is awarded to a faculty member in recognition of long and meritorious service to the University. Over the term of his/her service, the faculty member has exemplified the characteristics inherent in the mission of the University.

The title of Distinguished Professor is awarded upon retirement to a faculty member who, while no longer a tenured professor at the University nor receiving the fringe benefits which accompany full time status, teaches for the University on a part time basis. The title of Distinguished Professor is awarded for the period of one academic year and is subject to renewal yearly.

Recommendations for Distinguished Professor are made by the Department Chairperson to the appropriate Dean and then to the Provost. The Provost submits the recommendation to the President who presents it to the Board of Trustees for action.

Distinguished professor status may be conferred on a faculty member who meets the following criteria:

1. holds the terminal degree
2. holds the rank of either associate or full professor
3. has been a full time faculty member at Shorter University for 15 years
4. has been recognized for teaching excellence
5. has a record of scholarly or professional activities
6. has demonstrated outstanding service to the University.

Specific privileges accompany the status of Distinguished Professor and include:

1. use of designated office space when available
2. a campus mailing address and departmental mailbox
3. faculty dining privileges
4. invited attendance at faculty meetings
5. invitation to all college functions open to the faculty

6. use of campus recreational and social functions
7. complimentary or reduced-price admission to all athletic, dramatic, film, musical, and other cultural events at the institution (where available to full time faculty)
8. full faculty library privileges
9. campus parking privileges
10. listing with the faculty in the University catalog.

The faculty member is eligible for consideration of Emeritus Professor status after completion of his/her services as Distinguished Professor.

Faculty Emeritus

"The conferring of emeritus status on a faculty member is an act of recognition for long and meritorious service to an institution of higher learning. It is an earned rank, and as such entitles its bearers to a commensurate set of rights and privileges."

At Shorter University, emeritus status is intended to honor retiring Faculty and Professional Librarians.

Eligibility for emeritus status shall include those who have held the rank of Assistant Professor or higher and who have rendered distinguished service to Shorter University, full-time for at least ten years.

Nominations for faculty emeriti will be made by department chairperson to the appropriate dean and then to the Provost. Following a procedure similar to that of promotion and tenure, the Provost will submit nominations to the President, who will then submit them to the Board of Trustees.

Emeriti themselves are a supplemental source of expert and mature counsel.

NOTE: Exceptions to the above criteria and/or procedures for Distinguished Professor and Emeriti Faculty may be made only by the President and/or the Board of Trustees.

Procedures Regarding Promotions

1. Promotions are granted by the Board of Trustees upon recommendations from the administration of the University. Promotions are effective with the issuance of a new contract. All requests for promotion will normally be considered by the Board of Trustees in the March meeting.
2. It is the faculty member's responsibility to request consideration for promotion by sending a formal written request to the Provost. This written request must be given to the Provost no later than October 1. The Provost shall then review all requests and determine the faculty member's eligibility for promotion. The faculty member will then be notified as to whether or not he/she is eligible to apply for promotion. For all applicants found to be eligible for consideration, the Provost will request an evaluation and recommendation from the appropriate department chairpersons and Academic Deans (these items should be sent to the Provost by December 31 as noted below).
3. The burden of proof of worthiness for promotion and tenure rests with the faculty member. All supporting reasons and materials for promotion, including the "Shorter University Application for Tenure and/or Promotion" form (*see Appendix C*), should be submitted by November 1 to the department chairperson, appropriate Dean, and the Provost.

4. The department chairperson and appropriate Dean should submit to the Provost their recommendations by December 31.
5. The Provost will submit materials about the candidate for promotion to the Promotion and Tenure Committee usually by January 15. These materials include, but are not limited to, (1) materials supplied by the faculty member, (2) the recommendation of the department chairperson, (3) the recommendation of the appropriate Dean (4) relevant personnel information, and (5) available data from the student evaluations of the faculty member. While the Provost supplies materials to the Committee, he will not participate with the Committee when it evaluates the materials and formulates a recommendation. The Committee shall usually begin meeting in January to review applications and make recommendations. A record of all meetings shall be maintained, but the minutes should not divulge evaluations of individual faculty members, only recommendations.
6. After the Promotion and Tenure Committee and the Provost have independently prepared recommendations to the President, the Provost will meet with the applicant to share the recommendations from his/her department chairperson, Academic Dean, the Promotion and Tenure Committee, and his/her (the Provost's) own recommendation. The applicant will decide usually prior to February 15, whether the Provost should send the recommendations to the President or whether the applicant wishes to withdraw his/her application.
7. The President shall receive two separate sets of recommendations, one from the Promotion and Tenure Committee and the other from the Provost. These recommendations are expected usually by February 15.
8. On the basis of the recommendations and other information which may be available to him, the President will submit his recommendation to the Academic Affairs Committee of the Board of Trustees. The recommendation of the President and of the Academic Affairs Committee is presented to the Board of Trustees, with whom the final authority for decision rests. The faculty members will be advised by the President in writing of the decision of the Board of Trustees and of the grant or denial of promotion.

A faculty member who feels that the University acting, through any representative, has breached an obligation owed to that faculty member under the University's promotion policy and procedure may file a grievance with the Faculty Appeals Committee. See "Grievance Procedure."
9. The candidate for promotion shall not discuss his/her case with any member of the Promotion and Tenure Committee. Any questions the faculty member may have are to be directed to the Provost.
10. The votes of individuals on the Promotion and Tenure Committee and the total of votes shall not be disclosed to the faculty member seeking promotion or to those outside the promotion process.

TENURE POLICIES

Definition of Academic Tenure

Academic tenure is established in the terms and conditions of a tenured faculty member's employment contract. At Shorter University, academic tenure is the contractual assurance given to experienced faculty members which warrants the expectation of continued employment from year to year in a professorial position, unless there exists cause or reason for termination, as those terms are defined in the tenured faculty contract. The tenured faculty contract provides for termination of employment as follows:

1. The University may immediately terminate the contract of employment of a tenured faculty member and end the employment relationship with no further obligation of compensation or severance pay beyond the date of termination upon the occurrence of one or more of the following causes:
 - a. neglect, failure to perform, breach or default in the fulfillment of any provision of this contract or the job description incorporated in the contract, if, after thirty (30) calendar days written notice given by Shorter University to the Tenured Faculty Member, such neglect, failure, breach or default is not cured;
 - b. professional incompetence related to the fitness of the faculty member in his professional capacity as a teacher or researcher;
 - c. professional misconduct which erodes the confidence of the academic community in the integrity of the faculty member; or
 - d. gross personal misconduct of sufficient degree as to seriously hinder the teaching effectiveness in a Christian institution of higher education. Examples include, but are not limited to, any negligent, reckless or intentional act or crime which damages or adversely affects the reputation or property of Shorter University, any student or employee of Shorter; fighting; refusal to follow directives of a supervisor; theft; falsification of records; using, possessing or being under the influence of illegal drugs or alcohol on Shorter property, or during any function sponsored by Shorter University or other violation of the Drug and Alcohol Free Workplace Policy; breach of confidentiality; intentional, willful or reckless neglect of duty; racial or sexual harassment; violation of the contractual understanding that, by accepting employment by Shorter, the tenured faculty member will advance its purpose, institutional goals and objectives, uphold its policies, directives and regulations, support the mission, vision, and philosophy of the institution, maintain a cooperative spirit with associates within the academic community, provide a worthy example to faculty, staff, students and community. The breach of this paragraph will be determined by the President.
2. The University may also terminate the employment relationship with Tenured Faculty Member for any of the following reasons:
 - a. **Mental or Physical Illness or Disability:**
Mental or physical illness or disability which prevents the tenured faculty member from performing the essential functions of his or her job, despite any reasonable accommodation made necessary by disability are reasons for termination. The decision to terminate for such reasons will be made only after the faculty member or his representative has been informed in writing of the basis of the proposed action and has been afforded an opportunity to respond to the proposed action.
 - b. **Financial Exigency:**
In the event of financial exigency, the President and the Board of Trustees will officially announce that such a state exists. Should such an emergency arise, the President and the Board of Trustees will take such measures as are deemed necessary to cope with the crisis, after consultation with the Provost and the Faculty of the area concerned.

In taking such measures, the University has a primary concern for the retention of viable

academic programs. If faculty reductions are required, tenure rights will be protected in so far as possible.

c. Changes in Educational Program:

These are interpreted as discontinuance or de-emphasis of a faculty member's department or discipline due to a decrease in student enrollment or alteration of the mission of the University as determined by the Board of Trustees or by the faculty and administration with the concurrence of the Board of Trustees.

NOTE:

In the event a tenured faculty member's employment is terminated for "Prolonged Mental or Physical Illness", the long term disability coverage provided by the University will take effect providing the faculty member has applied for said disability insurance.

If "Financial Emergency/Exigency" is declared by the Board of Trustees and a tenured faculty member's employment is terminated, the Board will determine if any severance package will be granted.

Tenured faculty members terminated due to "Change in the Educational Program" will receive their salaries and fringe benefits for one year from the date of notification of termination.

An appeal of the termination decision will not extend the period of salary and benefit consideration.

At Shorter University the granting of tenure is a contractual matter. When a tenured faculty member of a private college is terminated, the institution will provide upon request a written statement of the reasons for termination and a grievance hearing, if requested, pursuant to Shorter University's Tenured Faculty Grievance Procedure. A non-tenured faculty member has no claim to his position beyond the stated terms of the contract.

Prolonged periods of year-to-year employment may not be construed as constituting **de facto** tenure.

Eligibility for Tenure Consideration

The granting of tenure is never an automatic event. The procedure must be duly initiated and the person found to be qualified.

1. Only full-time teaching faculty with earned doctoral degrees in the field of the teaching appointment and who have earned the rank of associate professor or professor are eligible for consideration for tenure. Tenure may be granted only by the Board of Trustees. Exceptions to the guidelines may be recommended by the President and approved by the Board of Trustees on a case-by-case basis.
2. Seven years of full-time teaching experience in a regionally accredited college or university is required before the faculty member is eligible for consideration for tenure. A minimum of four of these seven years shall have been served in employment at Shorter University. For the purpose of counting service, full-year leaves will generally not be counted as years of service. Exceptions to this policy must be granted by the President in writing in advance of the leave.

3. Faculty with prior university teaching experience will receive up to three years credit (one year for each year at the college level) toward tenure consideration. Two years of teaching experience below university level or two years of experience cognate to the teaching position at Shorter University (work experience) are each equivalent to one year of probationary tenure track experience.
4. It is the general policy of the University not to recommend anyone for tenure who has not earned the doctoral degree in the assigned field of teaching from a regionally accredited institution. Possible exception to the "earned doctoral degree in the field of the teaching appointment" will only be made when the faculty member has unusual qualifications and a doctoral degree in a cognate discipline as determined by the Provost. In addition, it is the general policy of the University that the candidate for tenure should have taught one year at the University after earning the doctorate.

Procedures Utilized in Reaching a Tenure Decision

1. It is the faculty member's responsibility to request consideration for tenure by sending a formal written request to the Provost. This written request must be given to the Provost no later than October 1.
2. The Provost shall then review all requests and determine the faculty member's eligibility for tenure consideration. If the Provost determines that an applicant lacks the requisite experience or degree as set forth above and that such requirement should not be waived, he/she shall so notify the applicant that he is not eligible for tenure consideration. If the applicant disagrees with this eligibility consideration, he/she may appeal that decision to the President. The basis of the appeal should be submitted to the President within ten (10) days of such notification. The President's decision on eligibility for consideration for tenure shall be final.
3. For all applicants found to be eligible for consideration the Provost will request an evaluation and recommendation from the appropriate department chairpersons and Academic Deans by December 31.
4. The criteria for tenure evaluation are:
 - a. an earned doctorate in the field of the teaching appointment [Note: Possible exception will only be made when the faculty member has unusual qualifications and a doctoral degree in a cognate discipline as determined by the Provost.]
 - b. seven years of full time college teaching experience, of which four years must be at the Shorter University
 - c. associate professor or professor
 - d. evidence of four consecutive years of outstanding teaching
 - e. evidence of four years of substantive activity in the scholarship/professional area
 - f. evidence of four years of continuous leadership in a variety of collegiate/community/church service areas.
5. The faculty member's formal request for tenure consideration will be accompanied by the following materials by November 1:
 - a. "Shorter University Application for Tenure and/or Promotion" form (*see Appendix C*);

- b. an autobiographical statement which addresses the formative experiences and values regarding the academic discipline, academic training, the profession of teaching, the commitments to the institution's mission, philosophy and goals, the Christian faith, and your involvement in the local church. Letters and documents of support will be needed relative to your active involvement in the local community and church;
 - c. names and addresses of four Shorter University graduates (plus letters of recommendation from each of them) who would be able to evaluate the candidate for tenure as to teaching effectiveness and suitability for tenure; and
 - d. any additional items which the faculty member wishes to be considered.
6. The Provost will submit materials about the candidate for tenure to the Promotion and Tenure Committee usually by January 15. These materials include, but are not limited to: (1) materials supplied by the faculty member, (2) the recommendation of the department chairperson, (3) the recommendation of the appropriate Dean, (4) relevant personnel information, and (5) available data from the student evaluations of the faculty member. While the Provost supplies materials to the Committee, he will not participate with the Committee in evaluating the materials and formulating a recommendation.
7. After the Promotion and Tenure Committee and the Provost have independently prepared recommendations to the President, the Provost will meet with the applicant to share the recommendations from his/her department chairperson, Academic Dean, the Promotion and Tenure Committee and his/her (the Provost's) own recommendation. The applicant will decide prior to February 15 whether the Provost should send the recommendations to the President or whether the applicant wishes to withdraw his/her application.
8. The President will receive two separate sets of recommendations, one from the Promotion and Tenure Committee and the other from the Provost. These recommendations will be expected not later than February 15.
9. On the basis of the recommendations and other information which may be available to him, the President will submit his recommendation to the Academic Affairs Committee of the Board of Trustees. The recommendation of the President and of the Academic Affairs Committee will be presented to the Board of Trustees, with whom the final authority for decision rests. The faculty members will be advised by the President in *writing* of the decision of the Board of Trustees and of the grant or denial of tenure.

A faculty member who feels that the University, acting through any representative, has breached an obligation owed to that faculty member under the University's tenure policy and procedure may file a grievance with the Faculty Appeals Committee. See "Grievance Procedure." (An exception applies to the Provost's decision whether or not to waive eligibility considerations as set forth in #2 above [Procedures Utilized in Reaching a Tenure Decision]).
10. The candidate for tenure shall not discuss his/her case with any member of the Promotion and Tenure Committee. Any questions the faculty member may have are to be directed to the Provost.
11. The votes of individuals on the Promotion and Tenure Committee and the total of votes shall not be disclosed to the faculty member seeking tenure nor to those outside the tenure process.

PROMOTION AND TENURE COMMITTEE

Organization: The Promotion and Tenure Committee shall be composed of six tenured faculty members who are full professors. Three members of the committee shall be appointed by the President for a three-year term. Three members of the committee shall be elected by the faculty-at-large for a term of three years. The President shall appoint one member and the faculty shall elect one member from each of the following academic areas: (a) College of Arts and Sciences, (b) College of Adult and Professional Programs and the School of Fine and Performing Arts, and (c) Professional Schools [Business, Education and Nursing]).

From the six-person committee, a chairperson and a chairperson-elect shall be elected. The chairperson-elect must be a member with two years remaining on his/her term and then serves his/her last year as chairperson to assure continuity. Members of the committee may neither succeed themselves, except after a hiatus of one year or unless there are no other tenured, full professors available for appointment or election, nor serve on the Faculty Appeals Committee simultaneously.

GRIEVANCE PROCEDURES

1. An Appeals Committee is established for Faculty grievance of certain actions by Shorter University.
2. What may be grieved: If a tenured faculty member is terminated for "cause" as specified in the Tenured Faculty Contract, or if a non-tenured faculty member is terminated for "cause" as specified in the Non-Tenured Faculty Contract before the end of this contract term, these decisions may be appealed to the Faculty Appeals Committee. The decision not to renew the contract of a non-tenured faculty member may not be appealed to the Faculty Appeals Committee but may be appealed in writing to the Provost and, ten days after the Provost's ruling, to the President. The Faculty Appeals Committee may hear a grievance regarding a complaint concerning the issue of whether Shorter University's procedure on tenure was substantially followed, but the Faculty Appeals Committee shall not be an appeals body with jurisdiction to review substantive matters regarding entitlement to promotion or tenure. Other actions by Shorter University or conditions of employment (i.e., discipline, transfer, promotion) are not the subject of formal grievance but may be addressed informally through the Open Door process.
3. Procedures:

A faculty member who has a grievance or complaint which cannot be resolved through informal means or through the office of the faculty member's department chairperson and appropriate academic dean may file a grievance as set forth in this procedure.

The University's action of termination against a non-tenured faculty member shall be effective upon the University's giving notice of the action and the appeal shall not stay the effect of that action. A tenured faculty member may not be finally terminated prior to the disposition of any grievance arising from the termination; however, any notice period provided by contract will continue to run through the appeal.

A grievance by a faculty member must be filed in writing within ten days from the time the grievant becomes aware of the action or event forming the basis of the grievance. The faculty member shall file his grievance in writing with the Faculty Appeals Committee indicating a summary of the nature and relevant facts of his complaint, and providing any written documentation supporting his or her

position. Generally, any witness statements submitted by the grievant should be in the form of signed affidavits. The grievant should also submit a proposed solution to his or her grievance.

If the grievant believes that any member of the Committee will not view the grievance with sufficient impartiality, the grievant may file with the Committee a written request that the specified member recuse himself from the hearing in disposition of the grievance. In the event a member of the Committee feels that his or her objectivity and impartiality with respect to a particular grievance is subject to question, that member shall recuse himself or herself from the hearing in disposition of the grievance. If two or more members of the committee ultimately recuse themselves for any reason, the remaining members of the Faculty Appeals Committee will elect from those qualified ad hoc members to fill their places with respect to that grievance.

The Faculty Appeals Committee shall conduct whatever hearings, interrogations, investigations and fact findings it deems necessary to prepare a recommendation for the resolution of the grievance.

Any representative of the University whose actions form the basis of the complaint may be invited to respond to the grievance and provide any written documentation including signed affidavits. In addition, representatives of the University may be asked to supply any supporting documents not filed by the grievant which the Committee deems relevant. If any party to the grievance indicates a desire to appear before the committee, a joint appearance of both the grievant and the representative of the University whose actions form the basis of the complaint will be scheduled. In addition, the committee may, at its own initiative, request the parties or the witnesses to answer questions or provide the Committee with further information. Should the committee request testimony of a witness other than a party, the witness should submit a written statement in response to the Committee's written questions.

Attorneys may not appear with or on behalf of the grievant, witnesses, or the University. Either party may, however, rely on legal counsel in the preparation of documents, or the collection of evidence for presentation to the Committee.

The Committee chairman shall serve as the presiding officer at all hearings which he/she attends, but may designate some other member to serve as the presiding officer in his/her absence. A quorum shall consist of at least 2/3 of the Committee members, and no hearing may be held without a quorum.

The presiding officer will have control of the proceedings. He/she shall take whatever action that is necessary to ensure an equitable, orderly and expeditious hearing. Parties shall abide by his/her decisions, except when a Committee member objects to a decision to accept evidence, in which case, the majority vote of the Committee will govern.

Except as disclosures are reasonably necessary in the investigation and in the hearing and final disposition of the grievance, all parties to the procedure and others having knowledge of a grievance are expected to preserve the confidentiality of the grievance. However, any individual accused in a grievance of misconduct by harming the grievant, shall be informed of the grievance and given the opportunity to respond to the charges.

The Faculty Appeals Committee shall submit to the President, in writing, the final report containing its findings of fact, conclusions (based upon the findings of fact) and recommendations. Findings of fact and conclusions should be based upon the preponderance of the evidence with the grievant

carrying the responsibility of proof. A copy of this report shall be made available to the grievant and to the University representative whose actions form the basis of the complaint. If the President elects not to concur with the report, the President and the Faculty Appeals Committee shall meet in effort to reach an agreement.

In any case in which the President does not follow the recommendation of the Faculty Appeals Committee or reach an agreed resolution, the President shall submit a written report at the next meeting of the Executive Committee of the Board of Trustees specifying the reasons for his action. Copies of that report shall be transmitted to the Chairman of the Faculty Appeals Committee, to the grievant and to the representative of the University whose actions form the basis of the complaint.

While a grievance may be withdrawn by the grievant at any time prior to a decision by the Committee, the withdrawal of a grievance shall not preclude representatives of the University from investigating the charges contained in the grievance or raised in related matters.

The decision of the President shall be communicated in writing to the faculty member and superiors concerned. The decision of the President may be appealed within 10 days to an Appeals Committee of the Board of Trustees composed of the three officers of the Board and the Chairperson of the Academic Affairs Committee. The appeal shall be considered on the basis of written documentation and statements submitted in previous steps of grievance as well as the recommendations or decisions and such findings and conclusions as are made in each step of the appeal. The decision of the Appeals Committee of the Board of Trustees is final.

ACADEMIC FREEDOM

Academic freedom is essential to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in teaching is fundamental to the protection of a professor's instructional rights and is furthermore fundamental to student learning. It carries with it duties correlative with rights. The teacher is not relieved of the responsibility and the necessity to adhere to and perform under and pursuant to his/her contract.

1. The teacher is entitled to full freedom in research and in the publication of the results, subject to the adequate performance of his/her other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution and specific approval by the Provost.
2. The teacher is entitled to freedom in the classroom in discussing his/her subject, but should not introduce into his/her teaching controversial matter which has no relation to the subject.
3. The college or university teacher is a citizen, a member of a learned profession, and a representative of an educational institution. When the professor speaks or writes, as a citizen, he/she should be free from institutional censorship or discipline, but his special position in the community imposes special obligations. As a person of learning, he should remember that the public may judge his profession and his institution by his utterances. Hence he should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that he is not an institutional spokesperson.

4. A faculty member has the right to express views on the educational policies and institutional priorities of the school without the imposition or threat of institutional penalty, subject to duties to respect colleagues and to protect the school from external misunderstandings.

EVALUATION

An evaluation of all faculty is conducted on a yearly basis to serve as a continuing source for personal and institutional improvement. Evaluations are made prior to the issuing of contracts, and are arrived at through the cooperative efforts of the Department Chairperson, the appropriate academic dean, and the Provost. A copy of the results of all faculty evaluations are maintained in the faculty files in the Executive Vice President/Provost's Office. Faculty evaluations are also on file in the College or School Dean's and/or Associate Dean's offices. Forms for the evaluation of faculty are found in *Appendix D: Faculty Performance Report*.

BENEFITS FOR FACULTY AND STAFF

All employee benefits are administered through the Human Resource Office. Any brochures, explanation of benefits or registration for benefits are handled through this office. Benefit packets may be obtained in this office. The University reserves the right to interpret the provisions of all policies and benefit programs and to change or discontinue its policies and benefit programs at any time without advance notice.

Automatic Deposit of Payroll Check

All employees are given the option of having their payroll check directly deposited into their checking accounts at their preferred bank. Forms must be completed at least 30 days prior to the first deposit.

Cancer/Intensive Care, Long-term Care, Dental and other Insurance

The insurance options are offered through payroll deduction to all employees. Information may be obtained from the Human Resources Office.

Dental Insurance

An employee may purchase dental insurance through payroll deduction.

Disability Insurance

All employees are covered by Long-term Disability Insurance provided by Shorter University to supplement annual illness leave. Employees may elect to pay for short-term disability insurance through payroll deduction. Benefit information may be obtained in the Human Resources Office. The plan goes into effect 90 days after a doctor certified occurrence.

Life Insurance

Each full-time employee is provided a life insurance policy equal to 3.5 times their annual salary, not to exceed \$350,000. This benefit is provided at no cost to the employee.

Medical Insurance

Shorter University provides a major portion of the medical insurance for all full-time employees. An employee may obtain optional family coverage, which will be paid by the employee. Rates may be obtained from the Human Resources Office.

Worker's Compensation

All employees are covered by a Worker's Compensation Insurance policy which pays medical expenses and loss of wages due to an injury incurred on-the-job.

Retirement

The University makes provision for retirement benefits (at present options include: TIAA/CREF and GuideStone) to full-time teaching personnel, officers of the administration, and the staff. These employees may begin participation on a voluntary basis beginning with their first pay period after completing the necessary paperwork for applying. It is the employee's responsibility to complete the enrollment process. Shorter will not withhold funds until enrollment process is completed and we have the account number(s). In order to participate, employees may contribute 5% of their regular earnings into the plan. After an employee has completed one year of service with Shorter, the University may contribute up to an additional 5% of matching money. Employees may elect to contribute more than 5% of their earnings, but only a maximum of 5% will be matched by Shorter. In addition, qualified employees who choose TIAA/CREF as their retirement plan can apply at any time for a Group Supplemental Retirement Annuity into which non-matched funds can be contributed. Loans may be taken from this annuity. Shorter does not match any funds going into a GSRA. Forms to set up a GSRA are provided to new employees, and are available in HR.

Social Security (F.I.C.A.)

The current Social Security/Medicare tax required by law is 13.3% of an employee's wages. Shorter University is obligated by law to contribute 7.65% of wages to the mandated maximum on all salaries earned at the university, which is a part of the employee's regular salary. The remaining 5.65% is withheld from the employee's payroll check as FICA tax. Social Security will provide part of your retirement income and can provide benefits prior to retirement if the employee becomes disabled. Survivor benefits are also available to your spouse and dependent children in the event of the employee's death. All employees are covered under the Social Security Act except for ordained ministers who regard themselves as self-employed. Those ordained ministers must make their own Social Security payments.

Tuition Remission or Exchange

Undergraduate Tuition Remission for Faculty, Staff, and Dependents

No tuition charges will be made for any regular full-time member of the faculty/staff, the husband or wife of a full-time member, or for dependent children (biological adopted, or step-children up to age 25 if living at home and is claimed as a dependent) of a full-time member to attend Shorter University. An *Application for Faculty/Staff/Dependent Tuition Remission* must be obtained from the Financial Aid page of the website, www.shorter.edu, completed and returned to the Human Resources office so that tuition remission may be awarded. This provision does not cover private instruction. All students seeking tuition remission are required to file for state and federal assistance. Students must meet the Satisfactory Academic Progress Requirement in order to continue to receive tuition remission. If a student receives state or federal aid, such aid will be applied to tuition and Shorter will absorb the difference between the grant(s) and the cost of the tuition. Each student is responsible for paying his or her own fees. . [Note: tuition remission will not be granted for any regular full-time member of the faculty/staff, the husband or wife of a full-time faculty/staff member, or for dependent children (biological, adopted, or step-children up to age 25 if living at home and claimed as a dependent) of a full-time faculty/staff member in order to pursue a second undergraduate degree.]

Once awarded, and based on continued eligibility, approval continues until the student drops out or graduates. However, a Tuition Remission form must be completed, signed, and sent to the Human Resources Office for each academic year for employment verification.

Graduate Program Tuition Remission for Employees Only

Full-time employees whose job classification has an educational expectation may, with the recommendation of their administrative officer, enroll in the Graduate programs of Shorter University tuition free. The employee will pay all fees, including resource and computer fees. No release time from work responsibilities will be given. The employee will also be responsible for any income tax due for the benefit. [Note: tuition remission will not be granted for any regular full-time member of the faculty/staff or to a Graduate Assistant in order to pursue a second graduate degree.]

Once awarded, and based on continued eligibility, approval continues until the student drops out or graduates. However, a Tuition Remission form must be completed, signed, and sent to the Human Resources Office for each academic year for employment verification.

Tuition Exchange Programs for Dependents of Shorter University Faculty/Staff

Shorter University participates in the tuition exchange program, Tuition Exchange, Inc. (which includes both large universities and small liberal arts colleges).

A complete listing of schools participating in this program is available online at the Tuition Exchange, Inc. web-site, and applications are available in the Executive Vice President/Provost's Office.

Special Events – Admission Fees

A number of special events, such as recitals, concerts, plays, exhibits, and lectures, are sponsored during the year. Some are given by students, some by faculty members and others by visiting artists. Everyone is cordially invited to attend. With a few exceptions, there is no admission charge for faculty and staff.

Traffic Regulations and Parking Permits

Campus traffic regulations apply equally to all persons driving vehicles on the Shorter University campus. All violations are handled by Campus Safety. Traffic fines are to be paid in the Business Office. A systematic approach to traffic control will ensure that all persons needing to bring vehicles on campus will have a suitable parking space. The traffic regulations have been adopted in order that persons may be treated fairly and receive every possible consideration. The success of traffic control will depend on the cooperation of everyone. The following regulations should be read carefully to avoid any misunderstanding or confusion:

- Any vehicle (automobile, truck, jeep, motorcycle, etc.) operated on campus must have a parking permit issued through the Campus Safety Office.
- Vehicles must park in designated parking spaces and in the area designated by the permit.
- Each vehicle granted a permit must be covered by insurance.

CONSULTING AND OUTSIDE EMPLOYMENT

Faculty members may be retained by individuals, industry, research organizations, or other agencies and institutions for consulting and other professional services when such activities do not detract from their duties as faculty members.

Guidelines

1. A faculty member must complete a "Faculty External Activities Form" (*see Appendix E*) prior to

accepting any consulting or other outside employment for pecuniary return must have the specific approval of the appropriate department chairperson, dean, and the Provost.

2. Such activities must not encroach upon the faculty member's duties at Shorter University. The guiding principle is that a full-time faculty member is responsible to Shorter University and must give priority to university activities.
3. In instances requiring large amounts of time, an appropriate adjustment in teaching load and salary paid by the university may be made when such action is deemed fair and advantageous to both Shorter University and the faculty member.

NEPOTISM

Shorter University will use the following guidelines for enforcing its nepotism policy:

Employees hired after September 1, 2013, who are related either through blood, marriage or any familial relationships by law (defined as spouse, parents, child, grandchild, sibling, grandparent, aunt, uncle, niece, nephew or any of these relationships by law), will not be permitted to work within the University in a situation in which one related employee is in a position that reports directly or ultimately to another related employee. When such situations are created after employees are hired, one of the employees involved will normally be reassigned or will need to leave the University, at the University's option. A request for exception to this policy must be presented to the Vice President in the area affected and approved by the senior officers and/or President.

EQUAL EMPLOYMENT OPPORTUNITY

In compliance with applicable state and federal law, Shorter University does not discriminate on the basis of race, sex, color, national origin, age, disability, military service or veteran status. This extends to recruitment as well as to all terms, conditions and privileges of employment. Any incidents of discrimination should be reported immediately to the Affirmative Action Officer, the Provost, the Vice President for Business Affairs, or any other member of management or, otherwise, through the Open Door process without fear of retaliation. Under federal law, the university may discriminate on the basis of religion in order to fulfill its purposes.

The University is committed to a policy of full compliance with all laws applicable to the university, but the university asserts its right under the First Amendment as a church-related institution to discriminate on religious grounds in its employment practices in order to fulfill its mission. Inquiries or complaints should be directed to the Affirmative Action officer.

SEXUAL HARASSMENT POLICY (any updates to this policy will be posted on the Provost's webpage of the University's website)

Shorter University affirms a commitment to Christian values and works to provide a campus community environment free from harassment. Shorter also is committed to recognizing, upholding, and enforcing the laws of the United States and the State of Georgia. Violation of those laws shall not be condoned on the campus or at any activity held off campus by any constituency. It is the policy of Shorter University, in

keeping with the efforts to establish an environment in which the dignity and worth of all members of the institutional community are respected, that sexual harassment of students and employees at Shorter University is unacceptable conduct and will not be tolerated. Sexual harassment may involve the behavior of a person of either sex against a person of the opposite or same sex, when that behavior falls within the definition outlined below. Shorter University's sexual harassment policy applies equally to all individuals classified as a student, faculty, or staff member. Any reported incident of possible sexual harassment or assault will be investigated promptly.

Harassment violates federal and state laws, including, but not limited to, Title VII of the Civil Rights Act of 1964, which prohibits harassment in the workplace, and Title IX of the Education Amendments of 1972, which prohibits harassment of students as a form of discrimination that denies or limits a student's ability to participate in or benefit from the College's programs. Inquiries about Shorter's sexual harassment policy should be directed to the Title IX Coordinator by contacting the Office of the Vice President for Student Affairs and Dean of Students (Fitton Student Union, room 237, 706-233-7231).

Definition of Sexual Harassment:

Sexual harassment at Shorter University is defined as any unwelcomed, unwanted, or unsolicited sexual advances, requests for sexual favors, intimate relationship violence, or other verbal or physical conduct of a sexual nature, when:

- Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or participation in an educational program or activity;
- Submission to or rejection of such conduct is used as the basis for employment and/or academic decisions affecting the individual; or
- Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or educational experience or creates an intimidating, hostile, or offensive work or educational environment.

Sexual harassment can be perpetrated upon members of the opposite gender or the same gender. Anyone can become a victim of sexual harassment and anyone can become a harasser. Occasional compliments of a socially acceptable nature do not normally constitute sexual harassment. Similarly, depending upon the circumstances, not all verbal and physical conduct will be considered sexual in nature. Mediation is never used to resolve assault complaints.

Examples of verbal sexual harassment can include:

- sexual innuendoes
- remarks about another person's clothing or body
- suggestive or insulting sounds
- implied or overt sexual propositions
- pressure for sex
- demanding sexual favors accompanied by implied or overt threats concerning one's job, grades, letters of recommendation, etc.
- sexual comments
- spreading rumors
- asking about sexual fantasies, preferences, or history
- repeatedly asking a person for a date who clearly is not interested
- telling lies or spreading rumors about a person's sex life
- making comments about a person's body, clothes, looks, anatomy, or manner of walking
- turning work discussions into sexual topics

- telling sexual jokes or stories
- discussing one's love life
- making kissing sounds, howling, or smacking lips

Examples of non-verbal sexual harassment can include:

- looking a person up and down (elevator eyes)
- staring at someone
- making sexual gestures with one's tongue or hands or other body movements
- displaying sexually-suggestive visuals (calendars, pictures, comics, food displays)
- gestures

Examples of physical sexual harassment can include:

- sexual assault
- rape
- leering or ogling at another's body
- obscene gestures
- inappropriate touching, fondling, or kissing, including caressing a person's arm, hand, or any body part in a sexual way
- coerced sexual contact
- playing with a person's hair
- cornering a person with one's body
- touching oneself in front of someone if it is done in a sexual manner and it makes someone feel uncomfortable
- grabbing a person's clothes with the intention of revealing body part
- standing close to, or brushing up against, a person

Sexual Harassment can also include a pattern of conduct, which may be subtle in nature, that has sexual overtones and is intended to create or has the effect of creating discomfort and/or humiliate another.

Individuals who experience sexual harassment should:

- communicate their disapproval concerning any action that might be considered sexual harassment
- report the concern to one of the offices listed in the —*Grievance and Complaint Procedures for Sexual Harassment*” section of the Student Handbook or the Faculty/Staff Handbook

Reporting:

Any Shorter University student, faculty, or staff member that witnesses or receives a report of harassment, or witnesses or receives a report of retaliation related to a report of harassment must report such behavior per the procedures listed below.

Grievance and Complaint Procedures for Sexual Harassment:

- If preferred, a person may go to SCHOLAR (Shorter University Homepage for Online Learning and Academic Resources) and print off a form that can be used for harassment cases. After logging in, go to Campus Resources and download the form for filing a grievance. The completed form should then be forwarded to one of the persons listed in the following paragraphs.
- Students, faculty, or staff with complaints regarding sexual harassment by a faculty member should contact the Executive Vice President/Provost (Sheffield-Thompson Administration Building, room

103, 706-233-7203). Should complainant require an alternate, contact the Vice President of Finance (Sheffield–Thompson Administration Building, room 116, 706-233-7448).

- Students, faculty, or staff with complaints regarding sexual harassment by a staff member should contact the Vice President of Finance (Sheffield-Thompson Administration Building, room 116, 706-233-7448). Should complainant require an alternate, contact the Vice President for Student Affairs and Dean of Students (Fitton Student Union, room 237, 706-233-7231).
- Students, faculty, or staff with complaints regarding sexual harassment by a student should contact the Office of the Vice President for Student Affairs and Dean of Students (Fitton Student Union, room 237, 706-233-7231). Should complainant require an alternate, contact the Executive Vice President/Provost (Sheffield–Thompson Administration Building, room 103, 706-233-7203).

Confidentiality:

In accordance with the Family Educational Rights and Privacy Act of 1974 (FERPA), sexual harassment investigations and hearings are closed to anyone not directly involved with the investigation or hearing, and all student conduct files are confidential, unless a student waives his or her right to confidentiality, or under specific exemptions outlined in the Family Educational Rights and Privacy Act of 1974.

Retaliation Prohibited:

Retaliation or any other action taken against an individual who files or reports an incident of sexual harassment is prohibited and will not be tolerated.

Investigation and Adjudication:

Shorter University will not tolerate sexual harassment of anyone and will investigate all allegations of sexual harassment.

Allegations of student-perpetrated harassment or assault cases that yield sufficient evidence related to harassment or assault will be adjudicated following the procedures prescribed in —*Student Conduct*” section of the Student Handbook.

Allegations of faculty or staff-perpetrated harassment or assault cases that yield sufficient evidence related to harassment or assault will be adjudicated following the procedures prescribed in the Faculty/Staff handbook.

POLICY ON CONSENSUAL ROMANTIC OR INTIMATE RELATIONSHIPS

Full-time and adjunct faculty members and staff are encouraged to foster congenial, professional relationships with their students. Such relationships serve to promote the educational processes and mission of the university. The university honors the right of faculty and staff to have non-romantic, personal relationships with their students which are mutually desired.

However, faculty and staff members are advised against participating in consensual romantic or intimate relationships with personas they evaluate, grade, or supervise. Such relationships suggest an abuse of power because of the difference in status between the student or subordinate and the faculty or staff member. The burden of responsibility for protecting the integrity of the professional relationships between faculty and staff members and those persons they evaluate, grade, or supervise should belong to the faculty and staff members.

Failure to exercise professional judgment in avoiding such relationships to the detriment of student/ teacher

relationships may result in disciplinary action ranging from formal reprimand to termination depending on the gravity and nature of the incident.

OPEN DOOR POLICY

Shorter University has established a channel of communication called the OPEN DOOR. It is a means by which faculty and non-faculty members may communicate with the Senior Officer over their area as well as effectively and expeditiously bring to the attention of Management any conditions of employment which are perceived to be unjust or inequitable.

Shorter University expects that faculty and non-faculty members will routinely follow their chain of supervision when resolving work-related questions or problems. However, the university realizes that in some cases an employee may consider the matter to be unsatisfactorily resolved by his/her immediate supervisor or the situation may directly involve the supervisor. In these instances, the employee may contact any other member of supervision or any Senior Officer. In the case of a matter not satisfactorily resolved by the immediate supervisor, the employee is expected to notify that person before going to other members of Management.

Faculty and non-faculty members may use this Open Door process at any time without fear of any form of retaliation or reprisal. Should the issue rise to the level of a formal written complaint, such documentation will be kept on file in the Office of Human Resources.

FAMILY AND MEDICAL LEAVE OF ABSENCE/ PERSONAL LEAVE (any updates to this policy will be posted on the Human Resources webpage of the University's website)

A faculty member may apply for an unpaid leave for personal reasons. These reasons may include illness in a faculty member's family, personal business needs, educational needs, pregnancy or child related matters or other personal needs which cause the faculty member to desire a leave of absence.

Unpaid Personal Leave of Absence

Shorter University will generally follow the provisions of the Family and Medical Leave Act of 1993 ("FMLA") in considering requests for family and medical leave, with the exception of certain deviations which benefit our employees. SU employees are eligible for up to 12 weeks of FMLA during a 12-month period measured from the first date an employee's leave begins. In certain situations as specified below, accrued vacation, accrued sick leave, workers compensation or disability benefits, if any, will be paid and such accrued leave time will be substituted for and counted as all or a portion of the total FMLA leave.

The SU FMLA leave policy incorporates the requirements and the definitions of terms as provided in the FMLA and its regulations. The FMLA defines eligible employees as an employee of a covered employer whom: (1) has been employed by the employer for at least 12 months; (2) has been employed for at least 1,250 hours of service during the 12-month period immediately preceding the commencement of the leave; and (3) is employed at a work site where 50 or more employees are employed by the employer within 75 miles of that work site.

For purposes of this policy, "family member" is a son, daughter, husband, wife, grandchild, mother, or father (**not** "step" relation). The family member must reside in the same household of the employee to be

considered for FMLA. If an employee seeking family care leave has a spouse also employed as an employee, the couple may take only a combined total of 12 weeks during any 12-month period to care for a sick parent. Employees on an approved FMLA family care leave of absence must substitute any accrued sick leave and, thereafter, accrued vacation leave for FMLA family care leave.

Employees are responsible for contacting Human Resources regarding FMLA, completing the required documentation and submitting to the HR office in a timely manner. Failure to do so can be reason to deny or delay an FMLA request. If you are unsure of the application of this leave policy; please contact the Human Resources Department for guidance. If an employee is ineligible for FMLA leave or requests other leave not covered under the FMLA leave, he or she will be considered for non-FMLA leave described below. Decisions to grant leave requests will be made on an individual basis. The following types of personnel leaves will be considered:

1. Non-FMLA Leave of Absence:

Leave Conditions: Employees who: (1) seek medical or family leave of absence, but have not completed at least 12 months of service with SU with at least 1,250 hours worked during the previous 12-month period; or (2) seek personal leave of absence for non-FMLA reasons or reasons not contemplated under the paid personal leave policy, will be considered for "non-FMLA" or unpaid personal leave as described in section 7 leave without pay.

2. FMLA Sick Leave of Absence:

Eligible employees who are unable to perform the essential functions of their position because of a serious health condition or disability may be granted a FMLA sick leave of absence. This type of leave covers disabilities caused by pregnancy, childbirth, or other related medical conditions. Medical certification will be required on a periodic basis of an employee's continuing need for sick leave by the employee's physician and/or a physician selected by SU. Employees on an approved leave of absence for FMLA sick leave and who accrue sick leave must substitute any accrued sick leave for FMLA sick leave. An employee who has exhausted accrued sick leave may substitute any accrued vacation at his or her written request.

3. FMLA Parental Leave of Absence:

Eligible employees, male or female, may be granted a parental leave of absence for the purpose of caring for or a newborn son or daughter and for the placement with the employee for adoption or for foster care of a child. However, if both parents are employees of SU, the couple may take only a combined total of 12 workweeks. If this leave is to be taken, it must be taken and completed within 12 months of birth or placement. Employees on an approved FMLA leave must substitute any accrued vacation leave for FMLA parental leave.

4. FMLA Family Care Leave of Absence

Employees must be granted a family care leave of absence for the purpose of caring for a son, daughter, spouse, parent, or grandchild who resides with employee and who has a "serious health condition." Examples generally include:

- a. requirement of inpatient care in a hospital, hospice, or residential medical care facility

- b. incapacity requiring absence from daily activities of more than 3 calendar days that also involves continuing treatment by a health care provider at least two times a week;
- c. any period of incapacity due to pregnancy or prenatal care; and
- d. continuing treatment by a health care provider for chronic or long-term serious health condition.

5. Applying for Leave

A non-faculty member who wishes to request a leave of absence must prepare and submit a FMLA form which must be submitted 30 days prior to the start of a foreseeable leave of absence or as soon as practical. Failure to do so may result in delay of leave. Faculty leave must be approved by the Provost and the President. Non-faculty should submit the FMLA form through the appropriate Senior Officer to the Vice President for Business Affairs. Non-faculty leave must be approved by the Vice President for Business Affairs. If the leave is for medical reasons, a completed Certification of Health Care Provider form should be attached. When leave is needed to care for the employee or family member's illness, and is for planned medical treatment, the employee should schedule treatment so that it will not unduly disrupt the employer's operation.

6. Return to Work from FMLA Leave

When an employee returns from FMLA leave he or she will either be restored to the position they were in when leave commenced or to an equivalent position. An exception may apply to certain highly compensated employees or employees requesting reasonable accommodation for a disability. Highly compensated, or "key employees," are those in the highest paid 10% of the employees employed within 75 miles of the office at which the employee is employed. Restoration of positions of key employees may be denied, with notice, when substantial and grievous economic injury to SU's operations would otherwise occur.

If the employee seeks continuation of FMLA leave beyond 12 weeks in any 12-month period, the employee's job may be filled. Granting of any additional leave is completely discretionary. If additional leave is not granted and the employee does not return to work on the day FMLA leave ends; the employee will normally be terminated.

It is the employee's responsibility to keep his or her supervisor informed about his or her anticipated return to work date. Before an employee on medical leave for a serious health condition can return to work, they must supply a certification from their healthcare provider stating they are able to return to work in their position or an equivalent position. Additionally, SU may require periodic reports from the employee regarding intent to return to work. If an employee is unable to be at work on the expected date of return, the official that approved the leave must be notified as soon as possible in writing, prior to that date. If employees do not give reasonable timely notice of the need to modify the written agreement, SU may deny the request for additional FMLA leave until 30 days after receipt of notice, if FMLA leave has not already been exhausted.

Employees who are on approved leave of absence may not perform work for any other employer during that leave period.

7. Non-FMLA and FMLA Leave Effect on Benefits

Under the law governing the FMLA, employees on leave are considered "inactive"; they do not lose

any accrued benefits or length-of-service credit for any pension plan in which they and SU might participate. At the same time, they do not continue to accrue benefits. Shorter University makes an exception to the FMLA in this instance; it allows vacation, sick and personal leave to continue to be earned during FMLA. Additionally, the employee will remain eligible for any benefits, including medical insurance, which are normally available to the employee. Employees on an approved FMLA leave of absence must substitute any accrued vacation or accrued sick leave pay as designated in this policy for the various types of FMLA leave.

Any substituted leave will count as all or a portion of the total FMLA leave available. However, if leave is covered by SU's disability or workers compensation insurance, the employee is removed from the payroll and the disability or workers compensation may be substituted instead of sick or vacation leave pay. The substitution of paid leave, disability or workers compensation does not prevent leave that qualifies under FMLA from counting against the employee's FMLA balance.

8. FMLA Intermittent Leave

FMLA Leave may be taken "intermittently or on a reduced leave schedule" under certain circumstances. Where leave is taken because of a birth, adoption or foster care, an employee may take leave intermittently or on a reduced leave schedule only if approval is granted. Where leave is taken to care for a sick family member or for an employee's own serious health condition, leave may be taken intermittently or on a reduced leave schedule when medically necessary. Shorter University reserves the right to temporarily transfer an employee requesting intermittent or reduced leave to a job with equivalent pay and benefits that better accommodates the recurring need.

"Intermittent leave" is leave taken in separate blocks of time due to a single illness or injury, rather than for one continuous period of time and may include leave of periods for only part of a day to several weeks. Examples of intermittent leave would include leave taken on an occasional basis for medical appointments, or leave taken several days at a time spread over a period of six months, such as for chemotherapy.

A "reduced leave schedule" is a leave schedule that reduces an employee's usual number of working hours per work week, or hours per work day. In other words, a reduced leave schedule is a change in the employee's schedule for a period of time, normally from full-time to part-time. Such a schedule reduction might occur, for example, where an employee, with the employer's agreement, works part-time after the birth of a child; or because an employee who is recovering from a serious health condition is not strong enough to work a full-time schedule.

Non-exempt and exempt employees may receive leave without pay for full and partial days for FMLA intermittent leave.

9. FMLA Medical Certification and Notice Requirements

SU will require a medical certification from one or more health care providers for leave requests either to care for an employee's seriously-ill son, daughter, grandchild, spouse, parent or in-law, or for leave due to a serious health condition that makes the employee unable to perform the functions of the employee's job. Employees must provide appropriate Certification of Health Care Provider in a timely manner, except under certain extraordinary circumstances.

The completed Certification of a Health Care Provider should, when practicable, accompany the

request for FMLA leave. Failure to provide proper medical certification may result in denial of leave or denial of continuation of leave until certification is provided. SU will require an employee to furnish re-certification relating to a serious health condition more frequently than every thirty days if circumstances described by the previous certification have changed significantly (e.g. the duration or frequency of absences, the severity of the condition) or we receive information that casts doubt upon your stated reason for absence. If the minimum duration of the period of incapacity specified on a certification furnished by the health care provider is more than 30 days, SU may not request re-certification until that minimum duration has passed unless one of the conditions set forth below is met; and for FMLA leave taken intermittently or on a reduced leave schedule basis, SU may not request re-certification in less than the minimum period specified on the certification as necessary for such leave (including treatment) unless one of the conditions set forth below is met: (a) the employee requests an extension of leave; or (b) circumstances described by the previous certification have changed significantly (e.g., the duration of the illness, the nature of the illness, complications).

SU may also periodically require notice of an employee's intent to return to work while on leave. If an employee requires additional or less leave, the employee must provide SU with reasonable notice (i.e. within two business days) of the changed circumstances when foreseeable. An employee's failure to respond within 15 days of SU's requests for notice of intent or for medical certification or re-certification will clearly and unequivocally indicate that the employee does not intend to continue employment with SU and the employee will be automatically terminated unless he or she can prove exceptional circumstances prevented timely response.

In accordance with law, Shorter University will not interfere with, retaliate or discriminate against any person who exercises his or her rights under the FMLA or oppose any practice made unlawful by the FMLA.

Military Leave

Military leave will be allowed as vacation, sick or personal leave or leave without pay to all Reserved Armed Forces, Federal and National Guard personnel. Extended leave and rehire rights will be provided in accordance with conditions of any applicable state, local, and federal law.

Military Family Leave

In accordance with the National Defense Authorization Act for FY 2008, Public Law 110-181, Section 585(a), Shorter University employees are entitled to the following:

Qualifying Exigency: Eligible employees may take up to 12 work weeks of leave in a 12-month period for any "qualifying exigency" arising out of the active duty or call to active duty status of a spouse, son, daughter, or parent.

Caring for Service Members with a Serious Injury or Illness: An eligible employee who is the spouse, child, parent or next of kin of a service member who is recovering from a serious illness or injury sustained in the line of duty on active service may take up to 26 work weeks of leave in a 12-month period to care for the service member with a serious injury or illness.

DRUG AND ALCOHOL FREE WORKPLACE POLICY

It is Shorter University's policy to maintain an alcohol and drug free workplace. The unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited on the campus of Shorter University. No faculty member shall be under the influence of, possess, or distribute alcoholic beverages and/or any illicit drug on University property or at any University activity. A "University activity" includes officially sponsored off-campus activities including field trips. Violation of this policy shall result in the imposition of one or more of the disciplinary sanctions set forth below and may result in severe criminal penalties under local, state and federal law. Federal legislation requires that these penalties be set forth in writing.

As a condition of employment under federal grants and contracts, an employee: (1) must abide by the University's policy on drug free workplace; and (2) an employee who is convicted of a violation in his workplace of any criminal drug statute must notify his immediate supervisor no later than five days after such conviction. Failure to report shall be grounds for immediate termination. If reported and depending upon the facts as they appear to the appropriate University officials, the convicted employee will be subject to personnel action up to and including termination, or may be required, at the University's discretion, to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a federal, state or local health, law enforcement, or other appropriate agency.

The Health Services Office provides drug/alcohol prevention or treatment information for students, faculty and staff.

Disciplinary Sanctions

Faculty members guilty of violating the alcohol or drug policy shall be penalized by the application of one or more of the following sanctions:

1. reprimand;
2. suspension with or without pay;
3. termination;
4. referral of the matter to appropriate authorities for criminal prosecution; and/or
5. requirement of completion of an appropriate rehabilitation program.

Health Risks Associated with Drug or Alcohol Use

Narcotics such as opium, morphine, and heroin can cause euphoria, drowsiness, respiratory depression, constricted pupils, and nausea. The symptoms of an overdose of narcotics are slow and shallow breathing, clammy skin, convulsions, coma and possible death. Persons experiencing withdrawal from addiction to narcotics can experience watery eyes, runny nose, yawning, loss of appetite, irritability, tremors, panic, cramps, nausea, chills and sweating.

Depressants such as barbiturates and Quaaludes can cause slurred speech, disorientation and drunken behavior. An overdose of a depressant results in shallow respiration, clammy skin, dilated pupils, weak and rapid pulse, coma and possible death. Withdrawal symptoms include anxiety, insomnia, tremors, delirium, convulsions and possible death.

Stimulants such as cocaine and crack can cause increased alertness or euphoria, an increased pulse rate and

blood pressure, insomnia, and loss of appetite. An overdose of stimulants results in agitation, an increase in body temperature, hallucinations, convulsions, and possible death. Withdrawal symptoms include apathy, long periods of sleep, irritability, depression and disorientation.

Hallucinogens such as LSD and amphetamines cause illusions and hallucinations and poor perception of time and distance. The effects of an overdose include psychosis and possible death.

Marijuana and hashish can cause euphoria, increased appetite, relaxed inhibitions and disoriented behavior. The effects of an overdose include fatigue, paranoia, and possible psychosis. Withdrawal symptoms include insomnia, hyperactivity and decreased appetite.

Alcohol consumption causes a number of marked changes in behavior. Even low doses significantly impair the judgment and coordination required to drive a car safely, increasing the likelihood that the driver will be involved in an accident. Low to moderate doses of alcohol also increase the incidence of a variety of aggressive acts, including spouse and child abuse. Moderate to high doses of alcohol cause marked impairments in higher mental functions, severely altering a person's ability to learn and remember information. Very high doses cause respiratory depression and death. If combined with other depressants of the central nervous system much lower doses of alcohol will produce the effects just described.

Repeated use of alcohol can lead to dependence. Sudden cessation of alcohol intake is likely to produce withdrawal symptoms, including severe anxiety, tremors, hallucinations, and convulsions. Alcohol withdrawal can be life-threatening. Long-term consumption of large quantities of alcohol, particularly when combined with poor nutrition, can also lead to permanent damage to vital organs such as the brain and the liver.

Mothers who drink alcohol during pregnancy may give birth to infants with fetal alcohol syndrome. These infants have irreversible physical abnormalities and mental retardation. In addition, research indicates that children of alcoholic parents are at greater risk than other youngsters of becoming alcoholics.

The following list provides sources for drug or alcohol treatment, rehabilitation or re-entry programs which are available to faculty members at the faculty member's expense.

Organizations and Associations*

1. EASNA (Employee Assistance Society of North America), <http://www.easna.org/703-416-0060>
2. National Clearinghouse for Alcohol and Drug Information
<http://www.higheredcenter.org/resources/national-clearinghouse-alcohol-and-drug-information-ncadi> (800) 676-1730
3. Alcoholics Anonymous area62.org/intergroup/tricounty.htm (843)554-2998
4. American Council on Alcoholism Help Line <http://www.aca-usa.org/>
5. Cocaine Hotline <http://www.cocainehelp.com/> 1-866-535-7050
6. National Council on Alcoholism and Drug Dependence <http://www.ncadd.org/>
7. National Institute on Drug Abuse <http://www.nida.nih.gov/nidahome.html>
8. Alcohol and Drug Abuse <http://www.alcoholanddrugabuse.com/> 800-559-9503
9. Smokefree <http://www.smokefree.gov/> 1-800-784-8669

*Shorter University in no way endorses or affirms the competency or effectiveness of the services offered by these agencies.

TOBACCO FREE POLICY

Effective August 1, 2012, Shorter University became tobacco free. Tobacco use and the sale, delivery or distribution of tobacco products or paraphernalia including, but not limited to: cigarettes, cigars, pipes, bidis, kreteks, smokeless tobacco and snuff is prohibited on all university grounds, both indoors and outdoors, within business-owned or leased vehicles. This policy is in effect 24 hours a day, seven days a week and pertains to all students, faculty, staff, coaches and visitors.

University and all campus organizations are prohibited from accepting contributions or gifts, money or materials from the tobacco industry, or from distributing free, reduced-price, or fully priced tobacco gear (hats, T-shirts, etc.), or from participation in any type of services that are funded by the tobacco industry.

The advertising of any tobacco products on the Shorter University campus is also strictly prohibited. Tobacco advertisements are prohibited in all university-run publications.

The Shorter University Counseling Services will provide tobacco prevention programs and resources to any employee interested in discontinuing tobacco use. Disciplinary action for failure to adhere to the tobacco free policy includes verbal warning, written reprimand which is placed in the personnel file, mandatory enrollment in a tobacco-prevention educational program, or suspension without pay.

CONTAGIOUS DISEASE POLICY

Shorter University employees who suffer from contagious diseases or disability posing a direct or substantial threat to health and safety may be excluded from campus when their condition constitutes a direct threat to the employee's health or the health or safety of others and the danger cannot be eliminated or satisfactorily reduced by reasonable accommodation.

After consultation with the employee, public health experts and officials, the Vice President for Business Affairs will determine the ability of the institution to accommodate contagious employees and the significance of the risk. Among the factors to be considered are:

1. The duration of the risk;
2. The nature and severity of the potential harm;
3. The likelihood that the potential harm will occur; and
4. The imminence of the potential harm.

CRIME AWARENESS AND CAMPUS SECURITY ACT of 1990

In compliance with its duties under federal law, Shorter University distributes an annual report of campus crime statistics. Copies of the report may be obtained through the Campus Security Office.

COPYRIGHT POLICY

All faculty members are expected to observe federal copyright law when carrying out their academic and extracurricular duties. Guidelines have been established for Classroom Copying in Not-For-Profit Educational Institutions, Educational Uses of Music, and Off-Air Recording of Broadcast Programming for

Education Purposes. Copies of these guidelines are available to faculty members at <http://www.copyright.gov/circs/circ21.pdf>

INTELLECTUAL PROPERTY POLICY

I. General Purpose.

Shorter University is dedicated to supporting effective teaching and innovative research and development in the pursuit of knowledge. While the majority of such research and development pertains solely to the traditional classroom activities, Shorter recognizes that some marketable forms of Intellectual Property may result from the efforts of its Faculty, Employees, and Students. At times, Faculty, Employees, or Students make substantial use of Shorter's facilities as well as contributions from Shorter and third parties during their production of Intellectual Property. Except as otherwise set forth in any validly executed work-for-hire agreement or Shorter's Distance Education Intellectual Property Rights Policy, this Intellectual Property Policy controls as to the ownership of such materials, compensation, copyright issues, and uses of revenue derived from the creation and production of all Intellectual Property created or developed by Faculty, Employees, and Students of Shorter University.

II. Definitions.

- A. **Creator:** The person who authors, creates, discovers, invents, or develops Intellectual Property subject to this policy.
- B. **Employee(s):** Any Shorter administrator acting in an administrative capacity, staff hired by Shorter to perform Shorter duties, and Students who receive work study funds or hourly wages for performing Shorter duties. As used herein, the term —Employeee does not include Faculty.
- C. **Faculty:** Any person hired by Shorter to conduct instructional classroom activities.
- D. **Intellectual Property:** Any original creation, invention, innovation, technology, skill, scientific or technological development, or artistic work or expression that has commercial value and which derives its intrinsic value from creative ideas. As used in this policy, Intellectual Property maybe generally categorized as follows:
 - Scholarly Work: Material prepared for traditional academic publications, such as scholarly journals or other texts or treatises of a scholarly nature.
 - Creative Works: Artistic works, musical or dramatic compositions, literary works, and works of primarily aesthetic nature.
 - Traditional Course Materials. Material of a pedagogical intent of a type traditionally used by faculty members in the course of Shorter's educational mission. This includes the development of curriculum, syllabi, courses, the teaching of classes and development of related material generally intended for the immediate use of a student in a course.
- E. **Student(s):** Any person taking courses at Shorter.

III. Applicability

This policy shall apply to all intellectual property created or developed through the efforts of Shorter Faculty, Employees, and Students except as otherwise set forth in any validly executed work-for-hire agreement or Shorter's Distance Education Intellectual Property Rights Policy.

IV. Ownership of Intellectual Property

Ownership of Intellectual Property created in whole or in part by Faculty, Employees and Students shall be governed by the following guidelines:

A. Faculty: The creating Faculty members' ownership rights in Intellectual Property are as follows:

- To the extent any applicable written agreement exists between Shorter and the creating Faculty pertaining to the creation or development of Intellectual Property, the terms of such agreement shall control;
- Intellectual Property unrelated to the Faculty member's job or educational responsibilities at Shorter and for which the Creator made no more than incidental use of Shorter resources, shall belong to the creating Faculty member;
- Intellectual Property which is Scholarly Work or Creative Work as defined above, shall belong to the creating Faculty member unless more than nominal use of Shorter resources are expected to be used by the creating Faculty member in which event Shorter and the Faculty member shall enter into a written agreement governing ownership, allocation of costs, and use of proceeds which may subsequently be derived from such Intellectual Property.
- Intellectual Property which is Traditional Course Materials or Scholarly Work shall belong to the creating Faculty member but Shorter shall have a nonexclusive right to use such Intellectual Property provided that Shorter uses such materials in furtherance of its education mission and not for revenue producing purposes; and
- Shorter may record Faculty member's classroom lectures and may use, reproduce, prepare derivative works from, and display such materials provided that Shorter uses such materials in furtherance of its education mission and not for revenue producing purposes.

B. Employee: Absent a signed written agreement to the contrary, a creating Employee, and any Student acting in an Employee capacity, shall have no ownership rights in or to any Intellectual Property created or developed in the course of their employment with Shorter. All such materials created or developed by an Employee in the course of their employment with Shorter shall be considered work-for-hire and shall be owned by Shorter.

C. Student: A creating Student's ownership rights in Intellectual Property are as follows:

- Unless specifically funded or commissioned by Shorter, all Scholarly Works and Creative Works of a Student shall belong to the Student;
- Any Intellectual Property created or developed by a Student in their capacity as an Employee shall belong to Shorter.
- Except as otherwise provided herein, all other Intellectual Property created by a Student with more than minimal use of Shorter facilities and not in the performance of Scholarly or Creative Work shall belong to Shorter.

V. Revenue and Commercialization.

A. Any Intellectual Property not specifically owned by the creating Faculty, Employee, or Student as set forth above shall belong to Shorter and Shorter shall be authorized to proceed with the commercialization of such Intellectual Property and shall be entitled to all revenues derived therefrom.

B. Any Intellectual Property owned solely by the creating Faculty, Employee or Student, shall belong to the Creator who shall be authorized to proceed with the commercialization of such materials and who shall be entitled to all revenues derived therefrom; subject to any non-exclusive rights Shorter may have to use such materials for non-revenue producing educational purposes.

- C. To the extent Shorter and the Creator jointly own any Intellectual Property under this policy, an express written agreement, or any applicable federal or state law, the commercialization of such materials shall be governed by a written agreement between the Creator and Shorter which shall establish the separate ownership rights, stipulate the percentage of ownership between the Creator and Shorter, describe the future uses of such materials, and the allocation of revenues derived therefrom. In the event percentage of ownership and payment and recovery of research and development costs are not addressed in such agreement, then the economic relationship is shared on a pro rata basis after the recovery of any research and development costs incurred by Shorter.

VI. Resolution of Disputes.

The interpretation of this Policy and the application of this Policy to Intellectual Property rights which are governed herein shall at all times be in accordance with any applicable law. To the extent a dispute or apparent conflict arises which is not specifically governed by law, the Executive Vice President/Provost shall be responsible for the interpretation and application of this policy. To the extent the Creator is unsatisfied with the Executive Vice President/Provost's decision, the Creator may appeal such decision to the President of Shorter, whose decision shall be final.

VII. Amendments.

This policy may be periodically reviewed, revised, or amended by Shorter as it deems necessary in its sole discretion

VIII. Online Course Materials

It is Shorter University's general policy that the intellectual property rights in any course materials produced by a member of its faculty or staff remains the exclusive property of the author. However, the addition of online courses to Shorter University's academic offerings requires that in some cases the intellectual property rights for course materials developed for an online course either be shared jointly between the author and Shorter University or in some cases reside solely with Shorter University. For example, Shorter University may wish to develop a set of online course materials for an online degree program and will need to be able to continue using those materials even if the author leaves Shorter University's employment. The following terms govern the intellectual property rights of all online course materials developed by Shorter University faculty or staff.

Categories

Any course where the content and/or instruction are delivered more than 50% electronically is considered to be a distance education course. Any course materials created for a distance education course, hereinafter referred to as online course materials, will be classified under one of three categories:

- Category 1: Faculty- or Staff-owned online course materials
- Category 2: Jointly-owned online course materials
- Category 3: Works for hire

A determination as to which category any online course materials are classified under will be made by mutual written agreement between the faculty/staff, the director of online programs, the department chair or dean (if applicable), and the Executive Vice President/Provost using the Distance Education Intellectual Property Rights Agreement. The online course materials may be re-classified by subsequent agreement between the faculty/staff, the director of online programs, the department chair or dean (if applicable), and the Executive Vice President/Provost using the Distance Education Intellectual Property Rights Agreement to reflect changing circumstances.

Rights and Obligations Pertaining to All 3 Categories

- The author warrants that he/she is the sole author of the work and that the work is the author's original work and creation (except any parts that are taken from the public domain) and does not infringe the copyright of any other work, nor violate the property rights or personal rights of any other person or entity, nor contain any otherwise unlawful or libelous materials. In the event the work or the author's use of such work violates the rights of another person or entity, the author agrees to indemnify, defend, and hold Shorter harmless from all results damage.
- The online course materials will include information on the work's authorship.

Rights and obligations pertaining to Category 1: Faculty or Staff owned online course materials

Category 1 online course materials result from the efforts of a faculty or staff member without any substantial assistance from Shorter University beyond those typically provided to faculty or staff members.

1. All intellectual property rights remain with the author and the author has the exclusive right to teach a course based on the materials.
2. While employed by Shorter University, the author agrees to revise the online course materials as often as reasonably required to ensure that they are current and meet Shorter University's quality standards for online course materials.
3. While employed by Shorter University, the author agrees not to market the online course materials elsewhere in a manner that competes with Shorter University's mission or market.
4. The author has the right to make derivative works from the online course materials that do not compete with Shorter University's mission or market.
5. If the author leaves his/her employment with Shorter University, then Shorter University forfeits all rights to the online course materials except as agreed to in writing between the Author and Shorter University. Upon termination of the author's employment with Shorter, the author has the exclusive right to use the course materials provided Shorter University's name or logo is not used in association with them.

Rights and obligations pertaining to Category 2: Jointly owned online course materials

Online course materials in this category are jointly owned by Shorter University and the faculty or staff member and result from the efforts of the author with the assistance of, and adequate compensation from, Shorter University. Assistance can involve technical support, the use of facilities. Compensation can be a financial award, a grant, or an adjustment of other duties to allow time to develop the online course materials.

1. The intellectual property rights in the online course materials are jointly owned by the author and Shorter University.
2. While employed by Shorter University, the author agrees to revise the online course materials as often as reasonably required to ensure that they are current and meet Shorter University's quality standards for online course materials. If the author fails to keep the online course materials adequately updated, Shorter may contract with a third party to revise and update such materials. If a third party updates the materials for Shorter, the author forfeits their rights in any revisions or updates of the course materials and the author will be required to execute an assignment agreement transferring all rights in and to such updates and revisions to Shorter.
3. While employed by Shorter University, the author agrees to teach the course as often as reasonably requested. Shorter University may also have another faculty or staff member teach a course based on the online course materials.

4. While employed by Shorter University, the author has the right to use, revise, market, and make derivative works from the online course materials in a manner that does not compete with Shorter University's mission or market.
5. If the author leaves Shorter University's employment, the author retains the non-exclusive right to use, revise, market and make derivative works from the online course materials provided Shorter University's name or logo is not used in association with the online course materials. Shorter University retains the non-exclusive right to use, revise, market, and make derivative works from the course materials.

Rights and obligations pertaining to Category 3: Works for hire

Online course materials in this category typically result from the author's efforts under a formal contractual arrangement with Shorter University to develop online course materials in exchange for adequate compensation, or they are developed by an individual whose job description includes the creation of online course materials.

1. All intellectual property rights in the online course materials are the sole property of Shorter University and Shorter University has the exclusive right to use, revise, market, and create derivative works from the online course materials.
2. The author hereby assigns all rights, interests, and claims in and to the course materials to Shorter.
3. If the author leave's Shorter University's employment, he/she forfeits the right to use the online course materials unless otherwise specifically agreed to in writing.

PRIVACY RIGHTS OF STUDENTS

Shorter University is subject to the provisions of the Family Educational Rights and Privacy (FERPA). This federal law affords students rights of access to education records and imposes regulations on the University in the release and disclosure of education records to third parties.

To comply with this law, the University has formulated and adopted policies and procedures to be followed by the University and by those interested in gaining access to education records. These policies and procedures allow students and their parents or guardians: the right to inspect substantially all of his or her education records; the right to prevent disclosures of education records to third parties; and the right to request amendment or correction of education records believed to be inaccurate or misleading. These policies are available for inspection and review in the Office of the Registrar.

A faculty member shall not disclose an education record which is in his/her possession or control to any person other than the student to whom the records pertain or to the student's parent or guardian. Education records may be disclosed to other faculty members and employees of Shorter University if they have a legitimate educational interest in reviewing the records in question.

All requests to inspect and review records not within the faculty member's possession or control and all requests by third parties (including the student's parents) to inspect and review records shall be referred to the Registrar. It is the policy of the University to allow students to inspect and review their education records unless those records contain any of the following:

- (1) information on more than one student;
- (2) financial information on his or her parents; or
- (3) confidential letters and statements of recommendation if the student has waived his or her right to inspect the letters and the letters are related to the student's admission to the University, application for employment or receipt of honorary recognition.

SECTION IV: ACADEMIC GUIDELINES AND PROCEDURES

PERFORMANCE IN THE CLASSROOM

- Teachers should be in this profession because it is their choice above all others, and they should be convinced of the importance of their own field.
- Teachers should never cease to improve their knowledge of the subject taught. They should often re-evaluate teaching methods and materials in the light of new theories and discoveries. The class work should be relevant to the announced subject of the course.
- Teachers should have a defined system of grading that is understood by the class. All written work related to the course's grade should be marked and returned within a reasonably brief period of time.
- Teachers should recognize the fact that a teacher's guidance is not always limited to the classroom and should make themselves accessible.
- Although engaging in research, publishing, and performing are desirable activities, a teacher's primary interest should be that of teaching students to learn. One should judge oneself by the progress of one's students.
- Teachers should recognize that a spirit of comprehensive generalization must permeate learning in all disciplines. They should be dedicated to the liberal arts tradition.
- Teachers should meet with their classes regularly and punctually.

CLASSROOM CONDUCT

Each professor in the classroom and in conference is expected to encourage free discussion, inquiry, and expression, with student performance evaluated solely on academic standards. Opinions or conduct of students in matters unrelated to academic standards should not influence the determination of grades. Students have the responsibility to fulfill standards set by the University community for courses and degree programs. Members of the University community are expected to protect freedom of expression and are prohibited from improper academic evaluation and improper disclosure of student views, beliefs, and political associations and from violating any of the restrictions listed in the University nondiscriminatory policy.

Students are expected to conduct themselves in a mature manner that does not distract from or disrupt the educational pursuits of others. Should a professor determine that a student's conduct is disruptive or distracts others, the professor may impose the student's immediate removal from the classroom until the student can conduct himself or herself in an appropriate manner. If the professor is unable to obtain the cooperation of the student, the student may be referred for disciplinary action.

DRESS CODE

All employees are expected at all times to dress and groom themselves in good taste and in keeping with the character of the University. Students working in University offices will dress appropriately.

TEACHING LOAD

For faculty the standard teaching load is twenty-four credit hours per academic year (12 hours per semester). Normally not more than one class per semester may be taught in addition to the regular load. All work

beyond the standard teaching load, including off-campus work, must be registered with and approved by the Department Chairperson, appropriate Dean, and the Provost.

Faculty Load Policy

The Shorter University faculty contract defines faculty load in terms of maximum credit hours or contact hours. No faculty member (traditional) is required to teach more than twenty-four credit hours per contract period (see note on pages 31-32 regarding full-time online/adult education faculty). Further, contractor shall diligently and faithfully serve on such faculty committees and perform such other duties related to their employment as may be reasonably assigned them by the President, Executive Vice President/Provost, or by the College or School Dean. Internships and independent studies do not typically count as part of the faculty teaching load unless otherwise specified.

The following explanations, special considerations and policies are presented to further clarify the procedure for determining faculty loads.

Contact Hours = Load Hours

1	1
2	2
3	3
4	4

Special Considerations

The following special considerations must be approved by the Executive Vice President/Provost.

- Chairs of special task forces or committees that require unusual workloads may be granted a load reduction.
- Advising is considered part of the teaching function and can be given load credit only in cases of unusual circumstances.

Load Hours

The following chart provides examples of contact hours as related to load credit:

Private Music Lessons (1 Contact Hour)	2/3
Ensembles	Based on contact hours
Laboratories (1 Contact Hour)/Studio Courses	1
Team Teaching	Determined by contact hours & number on team

OFFICE HOURS

The ADMINISTRATIVE OFFICES are open each weekday, Monday through Friday, 8:30 a.m. to 5:00 p.m.

FACULTY are expected to be in their offices a reasonable number of hours per week and should post schedules in order to be available for academic advisement and for other issues related to assisting students in their academic progress. A minimum of eight hours per week is required.

FACULTY ABSENCES

At times a faculty member may be absent from a class or other University obligation because of illness or other legitimate reason. A faculty member is expected to meet all scheduled classes unless other University responsibilities or personal emergencies force him/her to be absent.

1. A faculty member should discuss anticipated absence from campus and class with the department chairperson.
2. In cases of absence for emergency, the department chairperson should be notified and, if the department chairperson is not available, the faculty member should notify the appropriate academic dean.
3. Absences from class are to be arranged in such a way as to interfere least with the academic process and the convenience of the student.
4. In situations requiring prolonged absence, the faculty member is responsible for making arrangements satisfactory to his department chairperson, the appropriate academic dean, and the Provost.
5. Cases of extended or permanent disability are handled individually, taking into consideration the availability of reasonable accommodation.
6. If a faculty member is absent and does not notify the class, the students may leave if the faculty member does not arrive within fifteen minutes after the time for the class to begin.

ATTENDANCE POLICIES FOR STUDENTS

1. By the act of enrollment:
 - a. The student is responsible for all coursework.
 - b. The student is expected to attend regularly and punctually all classes, laboratories, and any other academic meetings required by the university.

Note: Courses delivered in part or fully online have special requirements. Consult the department and/or the instructor for details.

2. The instructor will automatically drop the student from a class with a grade of **“FA” (Failure for Absences)** when the student has missed 25 percent of the class meetings (excluding the Final Exam Period), as listed in the instructor’s course syllabus. This includes all classes scheduled during the “drop/add” period at the beginning of the term, and any classes missed due to late registration. The examples below show the number of absences for typical classes during the fall and spring semesters. The following reflects the number of absences at which you will receive the grade of “FA”:

Classes meeting three times per week	11
Classes meeting two times per week	7
Classes meeting one time per week	4

An absence is defined as non-attendance for any reason, whether illness, emergency or official leave. **There are no excused absences.** Make-up tests and assignments will be given only upon written explanation of sickness from a physician (or other pertinent documentation related to the particular situation). Students scheduled to represent Shorter at a university sponsored/sanctioned activity (athletic event, musical program, etc.) on the date of an exam must make arrangements with the professor **prior** to the exam date in order to reschedule the test.

3. Three instances of tardiness are equal to one absence. Should a student arrive to class after the roll has been taken, it is the **student's responsibility** to inform the professor at the conclusion of the class of his or her presence. If a student arrives more than 10 minutes after the class is scheduled to start, the student will then be considered absent (and not tardy).
4. When the instructor's records indicate that a student's absences have reached 25 percent, the instructor will inform the Office of the Registrar using appropriate form (*Notice of Excessive Absences*); the student and appropriate university departments will then receive notification regarding the "FA".

[Note: prior to a student reaching the point of FA, the instructor should make every possible effort to assist the student. This will include notifying the Department of Student Engagement and Success when a student places himself/herself at risk by accruing an inordinate number of absences.]

5. Graduate students taking undergraduate prerequisites are subject to the above attendance policy.
6. Academic areas (such as the School of Education, the School of Nursing, Music, etc.) requiring accreditation from organizations/agencies in addition to SACS may have stricter attendance policies in order to comply with the standards demanded by those agencies.
7. In compliance with federal law, professors must notify the Department of Student Engagement and Success (SES) when a student is absent from school for fourteen (14) consecutive calendar days. The SES will in turn inform the Office of Financial Aid (and any other office requiring this information) of the situation.

CLASS RECORDS

Faculty members are expected to maintain adequate records of grades and absences for each course. Upon departure from the institution, these records, or copies thereof, should be sent to the Office of the Provost.

GRADING

Shorter University's system of grading and the significance of the various letter grades are set forth in the current catalog. Note especially the time limit for the removal of "I" (Incomplete) grades. The "I" grade for *Incomplete* should be given only in case a relatively small requirement for the course has not been completed and the student has had a valid excuse.

EXAMINATIONS

Dates for end-of-semester examinations are listed in the current class schedule and are posted on the university's website prior to the beginning of each semester. Semester grades are due in the Registrar's Office within 48 hours after the final examination. Semester grades for graduating seniors are due within 24 hours after the exam.

Mid-term examinations are not scheduled at specific times and may be given at the option of the instructor. The Registrar's Office will inform faculty as to when mid-term grades are due. Faculty must submit mid-term grades for all classes taught.

Unless otherwise approved by the Provost, it is expected that the faculty member will administer a final examination in every course. An examination schedule is published for each semester, and should be adhered to strictly. No teacher has the prerogative to change the schedule. Any change in the schedule must come in writing from the Office of the Provost to the particular teacher. Requests by students to take a final examination at a time other than the officially scheduled time must obtain approval from both the appropriate departmental chair and dean (*see Appendix F: Final Exam Change Form*).

The nature of the examination, whether comprehensive or limited, is decided by the instructor, but he/she should inform his students of his/her expectations in advance and also indicate the weight of the examination in determining the final grade.

Examination exemptions based on grades of "A" are left to the discretion of each department. In a departmental meeting prior to the beginning of each school year, each department should prepare a list of courses in which the "A" exemption rule will apply. The departmental exemption policy for each course should be clearly defined in the course syllabi distributed to the students.

SYLLABI

A syllabus for each course to be taught by the faculty member is to be filed with the department chairperson, the appropriate academic dean, and the Provost at the beginning of each semester.

ACADEMIC ADVISING

All advising having to do with academic work comes under the responsibility of the Director of Student Success, departmental chairs, the appropriate academic dean, and the Provost. Personal counseling is under the direction of the Dean of Students.

Academic advising is considered part of the faculty member's service to the University. In addition to the required posted office hours for professors, several days each semester are designated as advisement days. At

this time, faculty members are responsible for meeting with their advisees to review with them their programs of study and career plans and to select courses for the next semester.

INTERNSHIPS/PRACTICUM STANDARDS

- The number of hours required for students to be on site is 112.
- The number of semester hour credit granted for an internship is 3. Any exceptions must be approved by the Provost.
- Students must have a minimum overall GPA of 2.75 and permission of the department chair to participate in an internship. If the GPA is below 2.75 overall, the student must obtain permission of the department chair and dean.
- To participate in an internship, the student must have earned at least 60 hours of academic credit (junior status).
- The number of credit hours that a student may take for internships is 6. Any exceptions must be approved by the Provost.
- The student intern will submit, as a minimum, a substantial written project as determined by the instructor. The internship must include a significant academic component to accompany the practical experience of the student.
- Faculty on-site visits: a minimum of 1 on-site visit must be made by the professor during the internship period. Exceptions to the on-site visit requirement are allowed for internships outside the immediate area or those that result from special established relationships with individuals or groups.
- There should be a minimum of 4 faculty-student conferences (structured in nature) during the internship period.
- A formal written agreement is required between a qualified on-site supervisor and the department chair or dean for each internship.
- In cases where the internship exceeds the instructor's contractual course load plus an overload course, the supervision of interns as well as the number to be supervised must receive the approval of the department chair, dean, and Provost.
- Internships will be assigned a letter grade.
- Professors will be paid at the rate of \$225 per student per semester. 6 interns per semester per instructor will be paid at the rate of \$2250 (equivalent to a 3 credit-hour course).

CLASSROOM ASSIGNMENTS

Since classroom assignments follow a general master plan drawn up prior to published materials, any changes in time or location must be cleared through the Office of the Registrar.

Since classrooms are assigned to more than one faculty member, each professor should see that the chalkboard, whiteboards, smartboards, maps, chairs, electronic equipment, etc., are left in such order at the end of the period that the next class may begin without necessitating major changes.

GUIDELINES FOR ADVISORS OF STUDENT ORGANIZATIONS

Faculty advisors of an organization which is officially recognized by Shorter University should take note of the following information:

- The faculty advisor will be invited to a once-a-semester meeting of all the Presidents and Advisors of each organization.
- The organization should submit to the faculty advisor a calendar of events before the second full week of classes each semester. A copy of this calendar shall be submitted by the faculty advisor to the Office of Student Activities (Box 2109).
- The organization should submit a list of all members before the second full week of classes each semester. A copy of this members list shall be submitted by the faculty advisor to the Office of Student Activities.
- The faculty advisor should attend the organization's first meeting of the year; thereafter they are encouraged to attend as many as possible.
- If the organization undergoes disciplinary sanctions by the University, the faculty advisor will be included in the judiciary proceedings.
- If the organization plans off-campus events, such as formals, pledge events, etc., the organization is required to have its faculty advisor attend or find another faculty or staff member who can.
- Staff members in Student Affairs are available to assist the faculty advisor in working with the organization.

FACULTY MARSHALL

The Faculty Marshal is responsible for the ordered faculty march at formal occasions of the University. In addition, the Marshal carries the ceremonial mace and leads all processions. The Faculty Marshal is usually the senior faculty member. If the senior faculty member cannot serve, the Executive Vice President/Provost appoints an alternative marshal.

CHAPEL

Wednesday (11:00 a.m. - 12:00 noon) is the day regularly scheduled for chapel. This period is set aside as a time for programs of special interest to the University family. Faculty members should attend chapel. This particular activity is a vital part of the purpose for which Shorter University exists.

COMMENCEMENT EXERCISES AND OTHER SCHOOL ACTIVITIES

All full-time faculty members are expected to march in the academic procession during the first Convocation and for the graduation exercises. Caps and gowns are worn for the occasion and may be rented through the book store. Notice of this rental service will be given about six weeks in advance of the exercises.

Faculty members are encouraged to attend other functions of both University and student interest.

STUDENT DISCIPLINARY ACTION

Each faculty member should feel responsible for the good conduct of all students. Faculty members who observe misconduct or hear of such should feel obligated to report the incidents with specific details to the appropriate Senior Officer.

MAYMESTER

Maymester pre-registration will be held along with pre-registration for the Spring Semester.

Maymester projects may be from one to four credit hours each.

In addition to being able to apply one project to the major and one project to the minor course of study, the student may also apply one project to the core if the project has been approved as appropriate by the Curriculum Committee and the Department Chairperson. These projects will be indicated in the Maymester listings and must be taken for a letter grade.

TEXTBOOK ORDERS

Faculty members are required to submit Textbook Requisition forms to the book store prior to upcoming semesters. Book orders for each semester are due as follows: Maymester and the Summer Sessions by March 1, Fall semester by March 15 and Spring semester by October 15.

FACULTY SEPARATION AND CHECKOUT

All student records and works in the possession of faculty members are considered the professional property of the University. The following materials and equipment must be submitted to the Director of Human Resources during the checkout process:

- Grade books
- Student work, written and electronic
- Keys
- University-owned equipment

In the event of termination, whether voluntary or involuntary, the terminated employee is required to meet with the Director of Human Resources for an exist interview. Receipt of the final payroll check will be dependent upon satisfactory completion of this process.

CONTRACTS: NOTIFICATION PROCESS

Contracts will be issued following approval of the budget by the Board of Trustees at the spring Board of Trustee meeting. Contracts will be due in the Office of the Executive Vice President/Provost by 5:00 p.m. fourteen (14) days after they are issued (or on the first working day following the 14th day).

AWARDS FOR OUTSTANDING FACULTY

President's Award (Senior Faculty)

The President's Award is an annual award to a tenured faculty member deserving of this recognition and fulfilling the criteria provided by the Executive Vice President/Provost. In addition to other honors, the award carries with it a cash stipend.

Teaching Excellence and Campus Leadership Award (Junior Faculty)

The Teaching Excellence and Campus Leadership Award is an annual award to an untenured faculty member deserving of this recognition and fulfilling the criteria provided by the Executive Vice President/Provost. In addition to other honors, the award carries with it a cash stipend.

FINANCIAL ASSISTANCE FOR GRADUATE STUDY

In order to assist faculty toward academic improvement, Shorter University provides two loan programs. Both loan programs are subject to funding availability on the part of the University.

Full-Time Doctoral Study

1. The applicant must be a full time faculty member who has taught at Shorter University for two years and who will be enrolled full-time in a doctoral degree program in his/her teaching field.
2. The faculty member may borrow an amount equal to one-half of his/her annual salary.
3. Beginning twelve months after the loan is granted, the faculty member may absolve the loan at the rate of twenty percent per year by teaching full-time at Shorter University. Requests for extension of leave may be submitted in writing to the Executive Vice President/Provost. If an extension is granted, the twenty percent credit per year will be effective immediately upon the faculty member's return to full-time status.
4. A request for financial assistance, stating the amount needed (up to a maximum of one-half of the current annual salary), the degree program, and the dates of intended leave, must be made in writing to the Executive Vice President/Provost. The procedure to be followed is:
 - a. Obtain an application from the Office of the Executive Vice President/Provost.
 - b. The College or School Dean must approve the course of study and sign the application.
 - c. Submit the application to the Executive Vice President/Provost.
 - d. The Executive Vice President/Provost will submit the application and a recommendation to the President of the University.
 - e. The President of the University makes the final decision.
 - f. Following notification of approval, applicant must see the Vice President of Finance and sign a promissory note.
5. A faculty member who does not continue employment with Shorter University must repay the loan balance, plus interest. Interest will be charged at the prime rate applicable on the date of the loan. Payments each year must equal 10% of the amount of the original loan or \$1,200 plus interest, whichever is larger.
6. This is a one-time loan.

The University Will Provide This Financial Aid to No More Than One Faculty Member in Any One Year.

Part-Time Graduate Study

1. The applicant must be a full-time faculty member who has taught at Shorter University for two years and who will be enrolled in graduate work beyond the master's degree in the teaching field. Exceptions will be made by the Executive Vice President/Provost to meet special needs of the University.
2. The faculty member may borrow an amount equal to the annual educational expenses up to \$5,000 in one year and a total of \$15,000 in the program.
3. Beginning twelve months after the loan is granted, the faculty member may absolve the loan at the rate of twenty-five percent per year by teaching full-time at Shorter University.
4. A request for financial assistance, stating the amount needed, the specific program of study, and the dates of intended participation must be made in writing to the Executive Vice President/Provost. The procedure to be followed is:
 - a. Obtain an application from the Office of the Executive Vice President/Provost.
 - b. The College or School Dean must approve the course of study and sign the application.
 - c. Submit the application to the Executive Vice President/Provost.
 - d. The Executive Vice President/Provost will submit the application and a recommendation to the President of the University.
 - e. The President of the University makes the final decision.
 - f. Following notification of approval, applicant must see the Vice President of Finance and sign a promissory note.
5. A faculty member who does not continue employment with Shorter University must repay the loan balance, plus interest. Interest will be charged at the prime rate applicable on the date of the loan. Payments each year must equal twenty percent of the amount of the original loan or \$1,000 plus interest, whichever is larger.

The University Will Provide This Financial Aid to No More Than Three Faculty Members in Any One Year.

INSTITUTIONAL EFFECTIVENESS AND ASSESSMENT

Administrative Units

All administrative units have developed goals that support the Mission and Educational Principles of the University. Each unit within those divisions develops administrative objectives in support of the divisional goals. These objectives are assessed annually, and the results of that assessment are reported to the administrator with supervisory responsibilities for that Division. The Division submits an annual report on its effectiveness in achieving its objectives and supporting its goals to the Director of Institutional Effectiveness and Research, who produces an annual Institutional Effectiveness Review.

Academic Affairs

Under the direct supervision of the Associate Provost, the Academic programs are engaged in a continual process designed to determine and improve their effectiveness. Some parts of this process have been an integral part of the University's life for many years. Other aspects are relatively recent additions or changes. This section offers an introduction to the Effectiveness Process as it relates to those planning units which are part of the Academic Program of the University. An organizational chart representative of the academic programs has been included on the University website under the Academic, Office of the Executive Vice President/Provost tab.

Academic Planning Units

These units form the backbone of the Effectiveness Process. All of the Colleges, Schools and Departments of the University are included, as well as the Honors Program, Libraries, and the Registrar. Most of the assessment decisions and activities will take place within the planning units, with the assistance of the Director of Institutional Effectiveness and Research. Each planning unit's student learning outcomes and administrative objectives are entered and evaluated on an annual basis in the University's software system for Institutional effectiveness and assessment, Compliance Assist, which provides a complete and permanent record of the institution's assessment process. A timeline for the process will be sent each academic year by the Office of Institutional Effectiveness and Research to all pertinent personnel.

USE OF UNIVERSITY RESOURCES FOR PERSONAL BUSINESS OR ACTIVITIES

The use of University resources, including letterhead stationary, for personal business or activities not related to Shorter University is prohibited.

HONORARY DEGREES/POSTHUMOUS DEGREES

Shorter University may award honorary degrees to persons who are worthy and who have made significant contributions to the University, the Baptist denomination, or society in general. This is to be done upon the recommendation of the President with the concurrence of the Executive Committee and the approval of the full Board of Trustees.

In the event of a student's death during his/her final term of study, a member of the student's family will be invited to accept the diploma during commencement exercises. In order to receive a posthumous degree, the student must have been in the final semester of study or within 15 credit hours of graduation and expected to graduate.

Policy for Nominating Candidates for Honorary Doctoral Degrees

- All nominations, including supporting materials, should be submitted in writing to the Chair of the Academic Affairs Committee of the Board of Trustees.
- Nominees should be persons of good character who have distinguished themselves through public service, scholarly work, original creative work or outstanding endeavor in some field.
- Active members of the faculty, administration and staff are excluded from consideration, except in extraordinary cases as determined by the Board.
- Screening the nominees should be guided by the purpose of the University and its ideals.
- Shorter University will not award honorary degrees on a quid pro quo basis or to fulfill any quotas. Degrees will be awarded only during years when worthy candidates have been nominated and approved.

Procedure for Nominating Candidates for Honorary Doctoral Degrees

- Shorter University awards honorary degrees in recognition of an individual's distinguished public service, scholarly attainment, original creative work, or outstanding endeavor in some field. The following procedures will be followed:
- The Academic Affairs Committee of the Board of Trustees serves as the screening committee for the selection process.

- All nominations for honorary doctoral degrees must be submitted to the committee at the Board of Trustees meeting prior to the commencement ceremony at which the degree(s) are to be awarded.
- The committee will submit a report and recommendation(s) during the meeting of the Board of Trustees for Board approval.
- The President of the University will prepare citations for presentation during the Commencement exercises.
- The Executive Vice President/Provost will secure necessary academic regalia for the degree recipient.

Honorary Doctoral Degrees

- Doctor of Divinity (D.D.) – For achievement in the field of religion.
- Doctor of Humane Letters (L.H.D.) – For achievement in literature related to the improvement of the human condition.
- Doctor of Humanities (D.H.) – For service to humanity, community.
- Doctor of Laws (LL.D.) – For leadership, administration.
- Doctor of Letters (Litt.D.) – For literary achievement.
- Doctor of Arts (Arts D.) – For achievement in music, art, or theatre.
- Doctor of Science (D.S.) – For achievement in the sciences or related areas.

SUBSTANTIVE CHANGE POLICY

Shorter University welcomes the expansion of academic opportunities through the development and offering of new programs and/or courses. The university is also committed to observing the policies and requirements of its regional accrediting body, the Southern Association of Colleges and Schools (SACS). In accordance with accreditation standards and regulations, Shorter University will notify SACS of potential or actual substantive changes in a timely manner and will seek approval for change before implementing such an initiative. SACS is responsible for reviewing all substantive changes that occur between an institution's decennial reviews to determine whether or not the change has affected the quality of the total institution and to assure the public that all aspects of the institution continue to meet defined standards. Moreover, Shorter University is committed to establishing procedures to ensure compliance and is dedicated to providing guidance and expectations regarding those curricular and organizational changes requiring notification and/or approval.

Substantive change is a significant modification or expansion of the nature and scope of an accredited institution. Under federal regulations, substantive change includes:

- Any change in the established mission or objectives of the institution.
- Any change in legal status, form of control, or ownership of the institution.
- The addition of courses or programs that represent a significant departure, either in content or method of delivery, from those that were offered when the institution was last evaluated.
- The addition of courses or programs at a degree or credential level above that which is included in the institution's current accreditation or reaffirmation.
- A change from clock hours to credit hours.
- A substantial increase in the number of clock hours or credit hours awarded for successful completion of a program.

- The establishment of an additional location geographically apart from the main campus at which the institution offers at least 50% of an educational program.
- The establishment of a branch campus.

Substantive changes are typically the result of activities in Academic Affairs and the Curriculum Committee, for which the Provost has oversight. After following all appropriate academic processes, all curriculum and program proposals which may require a change notification must be submitted to the university's SACS/Accreditation Liaison (either the Provost or someone designated by the Provost) for approval and reporting (when necessary) to SACS. The Liaison provides guidance to faculty and staff on the appropriate timeframe and proposal development for reporting substantive changes to SACS. Furthermore, the Liaison ensures compliance with accreditation requirements and consults with SACS when questions arise on accreditation issues. Current substantive change policy as stated on the SACS website should be observed (<http://www.sacscoc.org/SubstantiveChange.asp>). If the university is unclear as to whether a change is substantive in nature, the Liaison will contact SACS for consultation. The Shorter University President notifies in writing the President of SACS for any substantive changes submitted by the institution.

SOCIAL MEDIA POLICY

Shorter University urges all employees not to post information regarding the university, their jobs, or other employees which could lead to morale issues in the workplace or detrimentally affect university business. Moreover, the university encourages its employees to think before posting, to be civil and courteous when posting, and never to post personal information about others without their permission.

INVESTIGATIONS

All employees, when summoned must report and cooperate with University and law enforcement sanctioned investigations. Failure to report and comply with sanctioned investigations may result in termination from the University.

DEFINITION OF CREDIT HOUR

Shorter University defines the term "credit hour" as the amount of credit awarded for one hour of classroom instruction and a minimum of two hours of out-of-class student work per week for one semester of approximately fifteen weeks or the equivalent amount of work over a different amount of time. This definition applies to any academic activities for which credit is awarded, including laboratory work, internships, practica, studio work, independent studies, and tutorials, as well as courses offered in accelerated and/or nontraditional formats.

APPENDICES

**APPENDIX A: ACADEMIC VIOLATION FORM
SHORTER UNIVERSITY
ACADEMIC VIOLATION FORM**

Instructors: This form is to be completed by the instructor, discussed with the student, signed and appropriately notated by the student, and filed with the Registrar. If the episode of academic dishonesty involves accusations against more than one student, complete a separate form for each student, avoiding the use of personally identifiable information with respect to other involved student(s).

Student Name: _____ Student ID Number: _____

Course Title: _____ Course Number: _____

Date of Violation (If unknown give approximate range): _____

Description of Violation and Evidentiary Documentation (attach additional pages if necessary):

Academic Remedy: Zero on assignment Assign an "F" in course

Instructor: _____ Department: _____

Instructor's Signature: _____ Date: _____

I accept the remedy above as determined by the instructor.

I wish to appeal to the Department Chair by the appeal due date of: _____

Student Signature: _____ Date: _____

Received in the Office of the Registrar on (date): _____ Received by: _____

Important Notice to Student:

First Academic Violation at the Institution*: Student will be assigned the remedy as selected above by the course instructor and the violation report will become part of the student's permanent record.

Second Academic Violation at the Institution*: Student will automatically be assigned a grade of "FD" (Failure Due to Academic Dishonesty) in the course the dishonesty occurred in by the Registrar's Office upon receipt of the completed Academic Violation paperwork. All parties will be notified of such action in writing and the violation report will become part of the student's permanent record. The student is then permanently disbarred from membership in any honorary society and permanently ineligible for any SU honor list.

Note: Students who have incurred a grade of "FD" due to a second Academic Violation may petition the Academic Integrity Committee to have the dishonesty notation (D) removed from the transcript after one year or upon graduating from the university if no additional dishonesty offenses occur at the university. In order to petition, the student must have satisfactorily completed the Academic Integrity Program as approved by the aforementioned committee. If the petition is approved, the "D" will be removed and the grade of "F" will remain on the transcript.

Third Academic Violation at the Institution: Student will automatically be assigned a grade of "FD" (Failure Due to Academic Dishonesty) in the course the dishonesty occurred in by the Registrar's Office upon receipt of the completed Academic Violation paperwork. The student will also be permanently dismissed from the institution and grades of "WA" (Administrative Withdrawal) will be assigned in any remaining courses in progress. All parties will be notified of such action in writing and the violation report will become part of the student's permanent record. The notice of dismissal will also be forwarded to the appropriate Dean, Dean of Students, Provost, and President.

Note: Students who have been dismissed from the institution due to a third Academic Violation may submit a petition to the Academic Integrity Committee within 5 business days of the date the student received notification of the dismissal. If the petition is approved, the student will be reinstated into courses in progress with the exception of the course in which the student received a grade of "FD". The "FD" grade remains. If the committee determines that the violation still stands and denies the petition, the dismissal remains unchanged. Students who have incurred a third Academic Violation may not petition for the "FD" grades to be removed or altered.

*The university reserves the right to dismiss the student after a first or second offense depending on the circumstances and at the sole discretion of the Provost. Please consult the Faculty Handbook, available online at www.shorter.edu for a full explanation of the appeals process and other disciplinary sanctions applicable to academic dishonesty.

APPENDIX B: GUIDELINES AND PROCEDURES FOR FACULTY RECRUITMENT AND INTERVIEWS

Guidelines and Procedures for Faculty Recruitment and Interviews

The following guidelines and procedures are in effect for all faculty searches:

1. The President must approve all invitations for campus interviews.
2. The Provost will approve all faculty search committees, which should consist of the department chair or dean of the academic area conducting the search plus 2-3 faculty members of said academic area. The department chair/dean will serve as chair of the search committee.
3. Upon approval from the Provost, a faculty position should be publicized/advertised on the university's website and in any other forum deemed appropriate. Once resumes and applications are received, they are to be evaluated by the search committee. A candidate's official portfolio should be complete (including transcripts, reference checks, background checks, etc.) prior to extending an invitation for a campus interview.
4. To maximize recruiting travel budgets, candidates should be prioritized and interviewed one at a time. When two candidates are essentially equal, the search committee chair can request approval to interview two candidates prior to submitting a hiring recommendation.
5. Candidates are free to make their own travel arrangements in consultation with the search committee chair.
6. Candidates who travel with their own vehicle will be reimbursed at the rate of 75% of the IRS Federal allowance. Mileage reimbursement may not exceed the lowest cost of traveling to the interview by air.
7. Costs for air travel are fully reimbursable; however, candidates should seek to minimize costs where possible. Candidates should get approval for ticket prices from the search committee chair prior to purchase. The University will not cover the purchase of tickets that cost more than 125% of the lowest available ticket cost for similar travel dates. The University does not typically cover the travel, accommodation, and meal costs for a candidate's spouse.
8. Housing candidates on campus is recommended when availability allows. The University will only pay for a maximum of two nights of lodging.
9. The search committee chair should minimize the costs of meals during the interview process. Evaluating a candidate does not require the University to purchase a meal for the entire department. In general, meals included in the interview process should include no more than two or three participants other than the candidate.
10. After a candidate has been evaluated by the search committee (through telephone interviews, teaching demonstration, on-campus interview, etc.), he/she should then be interviewed by the appropriate dean/associate dean, Provost, and President. If at any point in the committee's evaluation of the candidate the committee determines the candidate to be unacceptable for the position in question, further interviews (with dean, Provost, or President) may be cancelled.

11. Once the search committee approves a candidate, the chair should send a written recommendation to the appropriate dean, who in turn sends his or her recommendation to the Provost. The Provost will then contact the President to obtain permission to extend an offer to the candidate. Once a candidate accepts the offer, a contract will be sent to the individual for his or her signature.

APPENDIX C: APPLICATION FOR PROMOTION/TENURE

**Shorter University
Application for Promotion/Tenure**

General Information

Please present this application (and supporting materials) to the Provost, who in turn will submit the information to the Promotion and Tenure Committee.

Name: _____

Date: _____

Current Rank: _____

Department: _____

I am applying for (check as appropriate):

____ Promotion to the rank of _____

____ Tenure (those applying for tenure must submit an Autobiographical Statement and letters of support/recommendations from at least four Shorter University graduates)

Number of years of full-time teaching experience at four-year institutions of higher learning ____

Number of years of full-time teaching experience at Shorter University ____

Teaching and Other Professional Experience:

Name of Institution	Location	Total # of Years	Rank

Specific Areas of Evaluation

Submission of information in the following areas will be used in your evaluation. Please submit any accompanying material to substantiate appropriate items.*

I. Instructional Activities*

- A. List courses taught during the past academic year (include overload courses and internships).
- B. Evaluations (Student Course Evaluations, evaluations from supervisors, letters of recommendation, etc.)
- C. Development of courses (include syllabi), materials, procedures, etc.
- D. Student advising
- E. Guest lectures, seminars, workshops conducted
- F. Awards and recognitions

II. Research/Scholarship, Professional Development, and Faith Integration*

- A. Research
- B. Publications
- C. Artistic activities
- D. Editorial activities
- E. Grants
- F. Papers presented
- G. Conferences, workshops, seminars attended
- H. Professional societies
- I. Faith Integration initiatives and activities

III. University/Community/Church Services*

- A. Shorter University committees
- B. Co/extra-curricular activities
- C. Specific activities in support of Christian higher education
- D. Community/civic activities and organizations
- E. Church and denominational activities

IV. Other Examples of Work and Activities in Support of Promotion/Tenure (*Please see your department chair or dean for specific examples/expectations in your academic area.*)

APPENDIX D: FACULTY PERFORMANCE REPORT

**SHORTER UNIVERSITY
FACULTY PERFORMANCE REPORT**

Name Dr. X Department Christian Studies

Academic Year 2015-2016

This report is based on faculty performance indicators as determined by the appropriate College/School listed in the Shorter University *Faculty Handbook*.

Please provide explanatory comments for the rating selected in each of the areas below.

Instructional Activities/ Professional Competencies	NA	Unsatisfactory	Below Expectation	Meets Expectation	Exceeds Expectation	Exemplary
						X

Comments:

Research/ Scholarship, Professional Development, and Faith Integration	NA	Unsatisfactory	Below Expectation	Meets Expectation	Exceeds Expectation	Exemplary
					X	

Comments:

University, Community, and Church Service	NA	Unsatisfactory	Below Expectation	Meets Expectation	Exceeds Expectation	Exemplary
					X	

Comments:

Recommendations:

Chair _____ Date _____

	I have read and discussed this evaluation with the faculty member listed above.
	I agree with this evaluation.
	I disagree with this evaluation.
	I wish to challenge this evaluation through the appeals procedure.

Faculty Member _____ Date _____

APPENDIX E: FACULTY EXTERNAL ACTIVITIES FORM

**SHORTER UNIVERSITY
Faculty External Activities Form**

Instructions: Please complete this form and send it to your departmental chair’s office to begin the approval process.

Name:

School/Department:

Date:

In compliance with the Shorter University Handbook, I request permission for my involvement in the following consulting and/or off-campus employment activities. I have read and agree to abide by the policy prohibiting the use of Shorter University facilities, equipment, or supplies in my outside activities. I understand and agree that Shorter University assumes no liability whatsoever for any injury, costs, claim or harm associated with the employment activities requested below. I further understand and agree that in the event that my activities requested below result in a legal liability, or constitute prohibited or illegal activity, I agree to hold Shorter University harmless and to indemnify Shorter University for any injury, costs, claim or harm that may accrue to the university as a result of said activities.

Description of Employment Activity	Hours Per Week

Faculty Member’s Signature _____

Department Chair’s Signature _____

Dean’s Signature _____

Provost’s Signature _____

APPENDIX F: FINAL EXAM CHANGE FORM

SHORTER UNIVERSITY
PERMISSION TO TAKE MAKE-UP FINAL EXAM

Any student who needs to miss a final examination must obtain the permission of the instructor involved and the Dean of the appropriate College or School. If permission is granted the student must pay a fee in order to be given an earlier or later examination. This fee covers the extra time and work involved in making and giving a special examination.

Student Name and ID Number Semester

Course Number Course Name

Date and Time for Make-up Exam (to be determined by instructor)

Approved by Instructor Date Approved by Dean of College or School Date

Business Office Signature for \$30.00 Fee Paid Date
Attach receipt

1. Student receives permission from the instructor and appropriate Dean to take a make-up examination. {NOTE: If the professor is willing to allow the student to take a make-up exam, a detailed description of the extenuating circumstances justifying the student's request should be attached to this form. The appropriate dean will then grant permission only if he/she considers the student's appeal to have sufficient merit.}
2. Present form to the Business Office and pay \$30 Make-Up Exam Fee (*attach receipt*).
3. Present form signed by Business Office to instructor prior to taking make-up exam. [Note: Instructor will not administer exam without this form.]
4. Instructor returns form to office of the appropriate Dean after turning in final grade to Registrar. [Note: Instructor of record must administer exam to receive payment]
5. Dean will notify the Office of the Provost to authorize payment to instructor by Business Office.