

Faculty Handbook



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1.0. INTRODUCTION

1.1. Statement of Purpose

Every academic community has its own rules, virtues, and customs. Many communities set out to write down those rules, virtues, and customs, so that persons joining the community may know how to function within the social and institutional setting while those already part of the community may be reminded of the structures and purposes of their relationships.

This Faculty handbook contains the expectations, policies, and practices that govern and enable our service to Averett University. Acceptance of a Faculty appointment at Averett University implies acceptance of University policies and procedures.

This Faculty handbook is not a closed and absolute text. Not all questions about our community or our individual service are answered here. Yet, it is offered with two hopes in mind. First, we hope that by committing our policies in writing they can be freely discussed and debated. Our second hope is that we treat the handbook as a living document that both describes and guides our life together, to be modified as we improve as a Faculty and as a University.

1.1.1 Averett University Employee Handbook

As Averett University employees, Averett Faculty adhere to the Averett University Employee Handbook, unless a different policy or procedure is set forth in this Faculty Handbook. All Faculty members should review and familiarize themselves with the Employee Handbook, as well as the Faculty Handbook.

1.2. Mission, Vision, and Core Values of Averett University

Our Mission

Averett University prepares students to serve and lead as catalysts for positive change. Averett fulfills this mission by educating students from diverse backgrounds, cultures, and nations through liberal arts-based undergraduate and graduate programs in a personal, collegial, interdisciplinary environment.

Our Vision

Averett University will be a premier student-centered University renowned for innovative teaching and experiential learning.

Our Core Values

Integrity — We practice the highest ethical standards.

Innovation — We encourage and embrace innovative teaching and learning inside and outside the classroom.

Engagement — We promote global awareness, service, and leadership.

Discovery — We foster a spirit of discovery, problem solving, and critical thinking and incorporate liberal arts with professional preparation in our teaching and learning.

Diversity — Averett University welcomes all students, Faculty, and staff to an academic community that fosters awareness, inclusiveness, equity, and service while fulfilling our mission and vision. Averett celebrates individual uniqueness and worth, while respecting differences in a safe and nurturing environment. All members of the Averett Community share the responsibilities of conducting themselves ethically and as good citizens, and of promoting the expansion of skills and of intellectual and emotional growth. We value diversity by seeing and building on the best in all students so that we can help them develop into the leaders of tomorrow.

Tradition — We embrace Averett's Judeo-Christian heritage by honoring the search for truth and spiritual formation.

2.0. ORGANIZATION OF AVERETT UNIVERSITY

2.1. Board of Trustees

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

2.2 The President, Faculty, and Administrative Officers

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

The Faculty, subject to the general oversight of the President and the board through the Vice President for Academic Affairs and Student Success (VPAA&SS), have the primary role in the academic program, including setting standards for admission, defining the

requirements for completion of the various degrees offered by Averett, and carrying out the peer review processes.

Administrative Officers, subject to the general oversight of the president and the board, manage the operations of the University, including support to the academic program, financial and physical operations, student life, athletics, fund-raising, and student recruitment. The Faculty, acting mainly through committees, assist in the development and implementation of programs in these areas.

2.3 Academic Departments and Divisions

Divisional Organization of Academic Departments

Averett's academic departments and its Faculty (full-time, part-time, and adjunct) are organized into four academic divisions as follows:

Applied Studies Division

- Business
- Equestrian
- Aviation
- Education
- Computer Science and Computer Information Systems

Physical and Psychological Health Sciences Division

- Nursing
- Physical Education
- Athletic Training
- Psychology

Natural and Social Sciences Division

- Biology
- Physical Sciences
- Math
- History/Political Science/Religion
- Sociology/Criminal Justice

Arts and Humanities Division

- Art
- Music
- Theater
- Language, Literature, and Communication

3.0. SHARED GOVERNANCE

3.1. General Statement on Governance and Faculty Involvement at Averett University

The purpose of shared governance is to achieve optimal results through effective use of Averett University's internal and external resources. Consistent with the mission of the University, and with general oversight by trustees, the president and academic officers, Faculty have the primary role with respect to the quality and effectiveness of academic programs, including curriculum; academic policies; admissions standards and graduation requirements; instruction and assessment; peer review; and recommendations for promotion and tenure. In other areas of the life of the University where Faculty do not have explicit authority, they may exert influence by the wisdom and strength of arguments. Shared governance at Averett is an important value and a living out of our common mission. Faculty, administration and trustees have distinct but related authorities and roles, and must work together with mutual respect, trust and collegiality.

3.1.1 The Role of Divisions and Committees in Governance

The Faculty role in shared governance is conducted primarily through committees and divisions. Faculty Committees operate under the principle of divisional representation and rely on the input and communication to and from committees. The Faculty relies on committees for careful scrutiny of all proposals before bringing them to the Faculty Meeting. Faculty are involved in broader issues of the University through serving on Presidential Committees and through the representation of the division chairs on other advisory committees such as the Budget Advisory Committee and the Strategic Planning Team.

3.2. Faculty Handbook

Faculty Handbook revision is the responsibility of the division chairs and the vice president for academic affairs and student success. Revisions for the Faculty Handbook are in three categories: (1) corrections for grammar or style; (2) corrections to ensure that the Handbook accurately reflects policy, procedures, or processes in place; and (3) substantive changes that alter existing policy, procedures, or processes.

Revisions at Categories (1) and (2) are made by the division chairs and the vice president for academic affairs and student success on a yearly basis in the Spring. Any Faculty or administrator may submit suggestions for changes in these two categories.

Revisions at Category (3) are made with input from the administration and/or Faculty as represented by the division chairs and require the approval of the vice president for academic affairs and student success, the president, and the board of trustees in the Spring.

All revisions to the Faculty Handbook are to be completed by May 1 to be in effect for the following academic year, except for those changes that will be specified as needing to be immediately in effect.

3.3 Standing Committees of the University

3.3.1 Committees and Shared Governance

The involvement of both Faculty and staff in the planning, advising and decision-making processes of the University is highly desired. To this end, committees are established to aid in carrying out the work of the University. There are three major categories of committees: a) standing committees of the Faculty to which appointments are made by the Divisions, b) programmatic committees related to specific programs, and c) presidential committees pertaining to wider University functions and concerns.

It is a practice to limit the length of service to three years for most of these committees. In the summer of each year, the Office of the Vice President for Academic Affairs and Student Success publishes a list of committee memberships for the academic year. In addition to the committees listed below, various administrators may appoint ad hoc task forces or committees of limited duration to perform tasks not covered by any standing committee.

3.3.2 Standing Committees of the Faculty

Every standing committee must meet during the first four weeks of each Fall and Spring semester at a minimum, and must submit a year-end report to the vice president for academic affairs and student success by May 15.

3.3.2.1 Academic Advising Committee

The purpose of this Committee is to develop and monitor the success of the university's advising program in the traditional program. This includes establishing program vision, expectations and a system of accountability. This Committee oversees the chosen advising model and assessment of such model for faculty, staff, and students. An internal sub-group made up of faculty and staff that will revise and update the advising handbook as the need arises. The Committee will also oversee that the standards in the Advising Handbook are maintained. The group will also schedule advising training for all faculty members. The Committee will include representatives from the following offices: registrar, student success, athletics, enrollment management; a faculty member from each division appointed by the division (to serve 3-year-terms). The Vice President for Academic Affairs and Student Success is an ex-officio member.

3.3.2.2 Academic Program Review Committee

The Academic Program Review Committee will be elected at the April meeting of the Faculty and will serve during the following academic calendar year. The first meeting of the year will be convened by the senior member of the Faculty elected to the committee, and the chair will be elected from among the voting members. Voting members consist of one Faculty member from each of the Academic Divisions elected on rotating terms of three years each. The vice president for academic affairs and student success and the Director of Institutional Research and Effectiveness serve as non-voting members of the committee.

The responsibilities of the Academic Program Review Committee will include:

Maintaining and revising (as needed) the process of program review.

This includes monitoring the effectiveness of the process itself for individual programs

and for the general education curriculum.

Getting programs started in the process at the appropriate times and during the appropriate years.

Sometime during January, the committee sees that all the programs to be reviewed that year have the information they need to get started.

Reviewing the reviews.

In October the committee reviews the reports, making sure that the process has been followed, thus ensuring consistency.

Referring recommendations in the reports to appropriate officers.

Because the existing committee structure already handles academic areas, this committee will not need to make its own recommendations.

3.3.2.3 Academic Council

The Academic Council is composed of the division chairs, an at-large tenured Faculty member for a two-year term, the Registrar, the Director of the Library, the Dean of Students, and the vice president for academic affairs and student success. The Academic Council is the primary academic policies committee of the University, advising the vice president for academic affairs and student success and the Faculty on all matters relating to the educational programs and policies of the University. In its decisions and deliberations, the Council shall make every effort to consider the entire University community and seek to maintain a balance among academic, administrative, and student life concerns. For academic policies and for academic suspensions and readmissions, voting is limited to the four division chairs and the at-large tenured Faculty member.

3.3.2.3.1 GPS Academic Council

The GPS Academic Council is composed of the GPS Program Directors, Executive Director of GPS Student Services, the Director of GPS Academic Services (non-voting), and the Vice President for Academic Affairs and Student Success. The GPS Academic Council is the primary academic policies committee for GPS, advising the VPAA&SS on all matters relating to the education programs and policies of the University. In its decisions and deliberations, the Council shall make every effort to consider the entire GPS and university communities and seek to maintain balance between academic, administrative, and student life concerns. Through the VPAA& SS, the Council works, as is needed by policy with and through the University's Academic Council.

3.3.2.4 Admissions and Financial Aid Committee

The Committee will act as liaison between the Admissions Office and the Faculty of the University. The qualities of the student body are an important concern for the Faculty, trustees, and administration. Policies governing admission standards, therefore, should reflect the deliberations of these constituencies. The Admissions Office is the administrative body charged with primary responsibility for marketing the traditional undergraduate programs and for facilitating the first-time enrollment of students at

Averett University. The Admissions Committee provides a strong link for Faculty involvement in key admissions issues. The GPS Academic Council and Program Directors are responsible for matters pertaining to GPS undergraduate and graduate programs.

The vice president for enrollment management and the director of admissions in consultation with the president and the Admissions Committee recommend undergraduate admissions policy for Averett University to the Academic Council, which reviews and approves it before presenting changes to the Faculty for approval. Such policy includes the minimum basis for admission, special admissions, non-academic qualifications for admission, and decisions on marginal candidates for admission. Because the scope of the Admissions Committee is school-wide, admissions to individual programs are handled by those programs. Students consult those programs for particulars.

GUIDELINES

The Admissions Office and Institutional Research and Effectiveness will provide a profile of the freshman and transfer class annually.

The Committee meets at the beginning of academic terms for policy review, orientation for new members, and discussion. The Committee is available to advise the Admissions Office regarding cases where students have been determined to be academically marginal for acceptance.

The Admissions Committee consists of a Faculty member from each Division, and collaborates with the vice president for enrollment management, the director of admissions, and the director of financial aid, who serve as ex officio members to provide background and context to the Committee. Faculty members serve on a three-year rotational basis. The GPS Academic Council will act as the Admissions and Financial Aid Committee for the GPS program

3.3.2.5 Curriculum Committee

This committee reviews all curricular changes for graduate and undergraduate programs. It also supervises the curriculum review process. A Faculty member serving on the committee chairs it. Ex officio members include the vice president for academic affairs and student success, GPS Program Directors, a librarian, and the Registrar.

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

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

examination of the curriculum.

The Curriculum Committee also has oversight of the General Education, and may be designated as a separate committee reporting to the Curriculum Committee when there is a major review or revision of General Education.

3.3.2.6 Faculty Athletic Advisory Committee

As a collaborative effort between Faculty and athletics, this committee advises and consults with the Athletic Director on academic and Faculty-related matters relating to the athletics program. Additionally, the committee works closely with the Athletic Director in reviewing and giving advice on how academic policies, issues, and practices relate to student athletes.

Voting membership of the committee shall be composed of four members appointed by the Divisions. The Athletic Director is an ex-officio member of the committee. The Committee elects its own chairperson, who calls its meetings. The Faculty athletic representative serves as a member of this committee but votes only in case of a tie.

3.3.2.7 Faculty Affairs and Tenure Committee

The Faculty Affairs Committee designs and determines the implementation of all pre- and post-tenure processes. It serves as a board of appeal for all pre- and post-tenure matters not handled by Academic Council (denial of tenure will appeal to Academic Council), and it serves as a grievance committee and investigative body for those Faculty members who believe themselves unfairly treated regarding rank, promotion, and termination. See the grievance policy in 8.0 for other grievable matters. The procedures for appeal to the Faculty Affairs and Tenure Committees are found in 5.10.3.

The committee shall consist of nine members appointed by the Academic Council with two members from each Division and an at-large member chosen from one nomination from each Division to be voted on by the full Faculty at the last Faculty meeting in the Spring, all of whom shall be tenured members of the Faculty. The committee members will serve for three-year terms and shall choose their own chairperson at the first called meeting of the school year. Chairpersons and members may be re-elected to the committee.

Procedures for appeal to the committee (see also 5.10.3):

- Any individual or group of the University Faculty may appeal to the Faculty Affairs Committee an allegedly unjust or inappropriate interpretation or application of University policy.
- The individual or group must present a written rationale for a hearing to the chairperson.
- The committee must decide whether or not to hear the complaint at its next regular meeting.
- If the committee agrees to hear the complaint, it shall be entitled to access to all relevant information that is not protected by other statutes.

- The committee may act on the complaint at the time of the hearing or meet again to determine action.
- The committee findings shall be directed to the appropriate University official.

3.3.2.8 Faculty Collegium

The Faculty Collegium (etymology related to “colleague,” “joined together,” “association” and “college”) Committee promotes the building up of the Faculty through University-wide mentoring of new Faculty. The committee is composed of four members representing the four Divisions, and shall be appointed by the particular Division. The members of the committee will choose the chair, and the most senior member will chair the first meeting to elect a chair.

The primary responsibility of the Faculty Collegium is to pair new Faculty with more experienced Faculty from a different department so that new Faculty may have an additional formal mentor on professional matters and concerns such as pedagogy, professional development, service at the University, and the tenure and promotion process. The mentor also can offer general guidance about settling into the region (such as housing, doctors, schools, and general acclimation), and settling into Averett. The committee also plans social events for all Faculty. The purpose of these events is to promote collegiality, relationship, and communication among Faculty.

3.3.2.9 Library Committee

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

Chaired by the Library Director, its five members are appointed by the Academic Council and represent the academic interests of the University. Meetings are called by the Library Director or by any member of the committee.

3.3.2.10 Professional Development Committee

To facilitate the scholarly activities of Faculty and to assist in their professional development, the University has funding for Faculty development available from two endowments. The committee oversees this supplemental funding, with administrative approval by the vice president for academic affairs and student success. The committee also helps coordinate Faculty development workshops. See Section 7.1 for the process for a Faculty member to obtain funding and for a detailed list of professional development activities.

The committee comprises a minimum of six Faculty members, with one or two from each Division. The usual service term is three years. The committee elects its chairperson. The vice president for academic affairs and student success is an ex-officio member.

3.3.2.11 Faculty Student Life Committee

The Student Life Committee serves as an advisory group to the dean of students on matters pertaining to student life outside the classroom. This may include, but is not limited to, policy review/clarification and assistance with student award/recognition procedures. The committee also serves as a liaison between Student Life and the Faculty.

The Academic Council will appoint one Faculty member from each division to serve on the committee. A Faculty member serves as chair, and the dean of students is an ex officio member of the committee. Meetings are called by the chairperson or by the dean of students.

3.3.3 Programmatic Committees

3.3.3.1 Academic Assessment Liaisons

Appointed by department chairs to represent each academic program, this group works with the director of institutional research and effectiveness to compile evidence of student learning across the curriculum.

3.3.3.2 Honors Program Committee

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

3.3.3.3 International Learning Committee

The purpose of the International Learning Committee is to explore ways of expanding international learning among students and appropriate development among Faculty and to promote global understanding and intercultural awareness among all Averett constituencies. Committee members have a responsibility to set an example by designing internationally relevant courses and by promoting awareness of other cultures. The committee consists of four full-time Faculty members invested in international education, the director of the Honors Program, and the director of Study Abroad. Committee members are appointed by the director of Study Abroad and can rotate in/out annually.

The committee:

- evaluates student applications for the Barksdale study abroad scholarship and recommends recipients and award amounts to the vice president for academic affairs and student success;
- reviews the student and Faculty study abroad handbooks, recommending updates and changes to policy related to study abroad;
- participates in and promotes study abroad initiatives through attendance at events such as International Education Week and the Study Abroad Fair, and by staying updated on trends in international education; and
- meets at least biannually and on an as-needed basis (headed by the director of Study Abroad) and reports to the vice president for academic affairs and student success.

3.3.3.4 Teacher Education

This committee coordinates the program of teacher education and administers policy relating to the admission of students to that program. It also acts as an advisory body to the vice president for academic affairs and student success in making recommendations concerning the development of teacher education.

The chairpersons for this committee are the director of Teacher Education and one other Faculty member outside of the Education Department. The other members represent each academic discipline that prepares students for secondary school certification. Members are appointed for indefinite terms by the vice president for academic affairs and student success in consultation with the director of Teacher Education.

Meetings are called by the committee's chairperson.

3.3.4 Presidential Committees

3.3.4.1 Commencement Speaker and Honorary Degrees Committee

Chaired by the president, this group recommends to the president persons to be invited to address the commencement exercises of the University and, if warranted, awarding of honorary degrees.

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

Nominations for honorary degrees may come from persons immediately related to Averett University or from friends of the University.

The route of approval for honorary degrees shall be

- approval by the Committee on Honorary Degrees
- approval by the president of the University
- approval by the Faculty
- approval by the board of trustees

The Committee on Honorary Degrees shall be composed of five members of the Averett community — one administrator, one alumnus, one trustee, and two Faculty members. Service on the committee shall be for two-year terms. The president of the University shall appoint the non-Faculty members. The Faculty members of the committee shall be elected by the Faculty upon nomination of the Academic Council. The committee shall elect its own co-chair who in all instances will continue to be a voting member.

In addition to other committee duties, the administrator on the committee shall be

responsible for research into the accomplishments of nominees and shall prepare biographical information emphasizing such accomplishments, activities, memberships, and special honors as will be helpful in the process of consideration.

The committee shall also determine which honorary degree is appropriate to each candidate. Possible choices include Doctor of Law, Doctor of Humane Letters, Doctor of Social Service, Doctor of Commercial Science, Doctor of Science, Doctor of Divinity, Doctor of Humanities, Doctor of Fine Arts, and Doctor of Literature.

Because people rather than issues are at stake, the Faculty will vote by secret ballot for persons recommended for honorary degrees.

Honorary degrees shall be conferred at graduation exercises or at other appropriate convocations. Recipients must be present for the conferring of degrees.

The suggested timetable for the approval procedure is as follows:

Spring and summer — Committee on Honorary Degrees meets to discuss nominees

September — final approval of nominees by committee

Late September — presidential action

October Faculty meeting — Faculty approves or rejects nominees

November board of trustees meeting — trustees approve or reject nominees

3.3.4.2 Human Resources Committee

The committee purpose is to create a best practice human resources operating environment whereby the University may attract and retain the best employees including management of employee expectations, benefits, and communications consistent with allocated resources and in support of the mission, vision, values, and strategic plan of Averett University. (See the employee intranet for committee charter.)

The committee chair shall be the chief financial officer. The committee non-voting secretary shall be the assistant to the chief financial officer. The committee voting ex officio shall be the director of human resources, who shall be responsible for the committee agenda and report on action items. Other committee membership shall be equal number, by appointment, and consist of the following:

- Equal representation of Faculty and staff
- No fewer than three Faculty and three staff members
- No more than six Faculty and six staff members
- At least one member (Faculty or staff) representing graduate and professional studies

3.3.4.3 Information Technology Committee

Information Technology is a presidential committee to which Academic Council appoints seven members. (See the employee intranet for committee charter.)

3.3.4.4 Risk Management Committee Charter

The committee purpose is to create a best practice risk management operating environment whereby the University sets a best-in-class approach to managing risk and safety, including management of student and employee safety, crisis and emergency management, and oversight of safety protocols and procedures consistent with allocated resources and in support of the mission, vision, values, and strategic plan of Averett University by championing:

1. Campus *safety*
2. Effective *policies and procedures*
3. Timely *training opportunities* to Faculty, staff and administration

Membership

The committee chair shall be the chief financial officer. The committee non-voting secretary shall be the assistant to the chief financial officer. The committee voting ex officio shall be the director of Facilities, who shall be responsible for the committee agenda and report on action items. Other committee membership shall be equal number, by appointment, and consist of the following:

- Equal representation of Faculty and staff
- No fewer than three Faculty and three staff members
- No more than six Faculty and six staff members

No more than one Faculty and one staff committee member shall rotate off the committee in any given year.

3.3.4.5 Institutional Animal Care and Use Committee

The Institutional Animal Care and Use Committee will ensure appropriate use of animals in research and courses at Averett, seeing that all use of animals at Averett complies with University policy and any legally mandated regulations.

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

Committee Membership

The president appoints the Institutional Animal Care and Use Committee. Membership will consist of:

- A veterinarian who is experienced with laboratory animal science
- An individual who is not affiliated with Averett in any way
- Two members of Averett's Faculty, representing different disciplines, who are trained in the design and methodology of research with animals and have carried

- out such research.
- A member of Averett's Faculty whose primary concerns are outside the natural sciences and whose department is not already represented on the committee.

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

Duties of the Committee

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

Operation of the Committee

The committee meets once each semester at announced times and when deemed necessary by the vice president for academic affairs and student success. Each member of the committee, including the chair, has a vote. Proposals must be approved by a majority of the committee before animals may be acquired or used.

Review of proposals

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

Description of the planned use of animals

Statement of scientific and/or educational merit

Description of use and treatment of animals (including species, source, numbers, housing, procedures, and disposal)

Approval of Faculty sponsor (if submitted by student)

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

Opposing views should be documented in the permanent records of the committee. If a committee member makes a proposal for animal use, he or she will be replaced by an alternate for review of that proposal only. In the event of a tie vote in such a situation, the vice president for academic affairs and student success will convene the committee,

facilitate a discussion, and, if the committee remains tied, the vice president for academic affairs and student success will cast the deciding vote.

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

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

Inspection of Facilities

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

Documentation of Activities

The office of the president will maintain permanent records of the Institutional Animal Care and Use Committee's activities.

3.3.4.6 Institutional Review Board — Human Subjects Committee

The Institutional Review Board (IRB) will be responsible for reviewing research to be conducted by Averett University students or employees or research involving Averett University students or employees as human subjects. The board should be composed of individuals from various backgrounds with sufficient expertise to adequately review research activities. Consistent with Federal regulations, the IRB:

Must contain at least five members.

Must not comprise membership of females or males only.

May not be composed of members of only one discipline.

Will include one member whose primary area is scientific areas and one member whose primary area is nonscientific.

Will include a member who is not affiliated with Averett University and who is not in the immediate family of an Averett University employee.

Appropriate Faculty membership for an Averett University IRB should include: A representative from the academic departments of:

Biology

Business

Education

Nursing
Sociology
Physical Education
Psychology
Any nonscientific department (for example, Art, English, Foreign Languages, History, Religion, Theatre)

Federal regulations also permit an expedited review of research when that research poses minimal risk to the research participants. This review committee will be composed of three members appointed by the chair of the IRB and drawn from the larger committee.

This committee will be appointed by the president.

3.3.4.7 Appellate Conduct Board

The Appellate Conduct Board is a presidential committee to which the Academic Council appoints a pool of five Faculty members, two of whom may be asked by the dean of students or their designee to participate in specific hearings. (See Student Handbook for further details.)

3.3.4.8 Arts @ Averett Committee

Arts @ Averett is a presidential committee to which Academic Council makes two appointments.

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

The Arts @ Averett Committee oversees all administrative aspects of the Arts @ Averett, selecting events that enrich the overall intellectual and artistic climate of the University as well as of the community. All events are offered on the campus and are open to the public.

The Arts @ Averett Committee is composed of the following:

- the dean of students (chairperson)
- two at-large Faculty members (appointed by Academic Council)
- a Faculty member from the performing arts (appointed by Academic Council)
- the director of student engagement
- a student majoring in the performing arts (appointed by SGA Executive Committee from a list of nominees provided by the theater and music departments)
- a student member at-large (appointed by SGA Executive Committee)

Faculty members should serve three-year terms and then rotate off; one year should intervene before reappointment.

The committee should invite the director of Marketing and Communications to participate

in meetings that call for their expertise.

Four members must be present to constitute a quorum.

Typically, the committee will make its decisions by consensus.

At the discretion of the committee, a member who misses three consecutive meetings may be replaced. Such replacement appointments will follow the same guidelines that governed the original appointment.

Events will be contracted by the president or the vice president for business and finance/CFO.

All events will be scheduled on the Averett Calendar of Events and will be held on the University campus.

The Committee may solicit funds, via the Office of Institutional Advancement, to supplement the administratively appropriated budget. Such monies as are raised through solicitations are to be spent in the next budget year and incorporated as part of that budget.

Responsibilities for budget, contracts, and promotion will rest with the committee.

3.4 Faculty Meetings

3.4.1. Types of Faculty Meetings

Faculty Meetings consist of Faculty Business Meetings where attendance is required, and Faculty Forums where attendance is strongly encouraged.

3.4.1.1 Faculty Business Meetings

Faculty Business Meetings are primarily reserved for action items coming from Faculty committees but may also include reports, announcements, and discussion coming from Faculty committees and administration.

3.4.1.2 Faculty Forums

Faculty Forums are opportunities for presentations and discussion of general interest to the Faculty, and for continued dialogue coming out of the Faculty Business Meeting.

3.4.2. Voting Membership at Faculty Business Meetings

Voting members at Faculty business meetings include all tenured Faculty, tenure-track Faculty, full-time non-tenure track Faculty, professional librarians, academic administrators, and ex officio members of the Faculty. Other invited guests to the Faculty meeting may be accorded voice by the moderator (see 4.6).

3.4.3. Standing Rules for Conduct of Faculty Business Meetings

These rules shall govern Faculty meetings, except when suspended by a two-thirds vote of Faculty members present and voting.

1. Meetings will be conducted according to Roberts Rules of Order.
2. An agenda for a regular Faculty Business Meeting should be distributed two regular class days before a meeting. The agenda will give enough detail to indicate the specific nature of business to be transacted.
3. To permit adequate study of issues that affect our policies and procedures, new business introduced at the meeting will be referred to an appropriate committee at the time of its introduction by motion and second.
4. If a committee wishes to conduct a Faculty Forum in its study of the issues referred to it, the respective committee chair will request that the vice president for academic affairs and student success schedule such a Forum with the approval of the Academic Council.
5. Committee reports will be in writing and will be distributed two days before the Faculty meeting. A motion or resolution reported from committee will appear as the final item in a committee report.
6. If needed, debate will be limited to 10 minutes on a main motion and five minutes on each amendment. At the end of the specified time or when no one wishes to speak further on the issue, the motion will come to a vote or will be referred to committee for further study. (The Faculty may limit or extend debate by a two-thirds vote of members present and voting.)
7. Individual speeches will be limited to one minute. Following the standard Rules of Order, speeches will alternate between pro and con, and no speaker may be heard a second time until all who wish to speak have been heard once.

4.0. FACULTY COMPOSITION AND RESPONSIBILITIES

4.1 Qualities of University Faculty

The ideal qualities of Averett University Faculty are support for the mission, values, and vision of the University; a liberal arts and/or interdisciplinary background and/or interest; a commitment to community service and engagement of students; collegiality and strong ethical standards; and a commitment to meeting all Faculty responsibilities.

4.2 Primary Academic Responsibilities of the Faculty

In addition to the general qualities of University Faculty (4.1 above), Averett University selects Faculty for employment and evaluates Faculty based on the following primary Academic responsibilities in order of priority:

4.2.1 Teaching

Averett University values excellent teaching. Teaching, therefore, is the highest priority for all members of the Faculty. The quality of classroom performance is the most important item considered in evaluating Faculty members for retention, promotion, and/or tenure.

4.2.2 Student Advising/Mentoring

All members of the Faculty are expected to engage in academic advising and mentoring primarily through assignment of advisees but also through the extension of classroom teaching. The University regards teaching as incomplete if it is limited to the classroom. Advising should therefore be considered as second in importance only to classroom teaching. Faculty should be accessible and encourage students to consult with them outside the formal classroom setting. Faculty are required to provide ample scheduled office hours (see 6.4).

4.2.3 Service to the University and Community

Service for Faculty members has traditionally been defined primarily as membership on University committees, and every Faculty member must serve on at least one standing Faculty committee, programmatic committee, and/or presidential committee. Service also must be understood as reflecting the mission, values, and current Strategic Plan, which puts a high value on innovation, community engagement, and service; service learning; engaged learning; and other High Impact Practices.

4.2.4 Scholarly Activities

Faculty enhance their teaching and develop their academic competencies as teachers and scholars through continuing study; attendance at and participation in professional meetings and seminars; research; writing; and publications, performances, exhibitions and/or other recognized professional activities. Consistent participation in scholarly activities and active engagement in scholarly development are expected of all Faculty. Such activity assists the Faculty member in remaining current in her or his discipline, creating new courses and programs, and revising existing courses and programs, all of which demonstrate the Faculty member's contribution to the University's mission.

4.2.5 Assessment

Faculty members are expected to strive for continued reflection and improvement of their effectiveness in student learning through approved program assessment plans, including periodic program reviews, and to work closely with departmental Coordinators for Academic Assessment. Evaluating and assessing the effectiveness of the academic programs is also integral to preparation for reports and visits of external certifying and accrediting agencies.

4.2.6 Participation in the Work of Academic Departments and Divisions

All Faculty members hold membership in an academic department and division and are responsible for the effective function, promotion, and implementation of its programs.

4.2.7 Supplemental Requirements for Particular Fields

There may be additional requirements in certain academic fields, such as the health sciences, required by specialized accreditation or certification.

Other Faculty responsibilities related to normal functions of the Faculty are listed in section 6.0.

4.3 Responsibilities of Department Chairs

Department chairpersons are appointed by the vice president for academic affairs and student success in consultation with the division chair to whom they report. Chairpersons may serve more than one year.

1. The chairperson will assist Faculty advisors and students who have questions regarding the major programs.
2. The department chairperson has responsibility for evaluation of the curriculum of the major program and making recommendations for any changes in the curriculum especially during, but not limited to, the periodic program review.
3. The department chairperson convenes the Faculty of the major field to review matters of curriculum, scheduling, budgets, inventories, etc.
4. The department chairperson will assist in identifying prospective Faculty, interviewing candidates for positions, and making recommendations to the vice president for academic affairs and student success. The department chairperson will also ensure that the faculty member is properly credentialed.
5. The department chairperson assists in the orientation of new Faculty within the department.
6. The department chair is responsible for ensuring that there is departmental representation at visit days and registration events (see 6.12.1).
7. The department chairperson is responsible for all purchases charged against the program budget. All requisitions should have the approval of the department chairperson.
8. The department chair evaluates the department on a yearly basis as well as department Faculty for tenure and promotion reviews (see section 5.0).
9. Department chairs report to their division chair, who is responsible for the yearly evaluation of the department chair.

Note: The responsibilities of the Nursing Dean also fall under the rubric of department chairs.

4.4 Responsibilities of Division Chairs

Division chairs are chosen and appointed by the vice president for academic affairs and student success after each division has put forward three nominations. Division chairs serve three-year terms but may be reappointed up to two additional terms. School deans are appointed by the vice president for academic affairs and student success.

The responsibilities of the division chairs include the following:

1. Supervise the members of the division in coordinating the work of the division and maintaining the highest possible level of instruction.
2. Supervise and meet with department chairs, and prepare annually for the vice president for academic affairs and student success a written evaluation of each chair in the division both as a teacher and as a chair. Is also involved in tenure and promotion reviews (see section 5.0).
3. Make recommendations concerning teaching responsibilities, sabbatical leaves, leaves of absence, and the selection of department chairs and assessment coordinators in the division.

4. Represent the departments of the division to the administration and ensure that there is good communication to and from the division.
5. Participate in the Academic Council chaired by the vice president for academic affairs and student success, which meets monthly or as called through the year (though will work around vacations in the summer).
6. Coordinate the selection of division members for Faculty committees.
7. Meet monthly with division members to discuss division matters of concern and interest that will be taken to the Academic Council by the division chair, or to Faculty committees by the division representatives to those committees, and ensure that reports are brought back to the division from the various committees.
8. Submit letters of evaluation and recommendation along with the department chair for Faculty in matters of tenure and promotion.
9. Make recommendations concerning personnel changes or appointments in the division in consultation with the chair of the specific department in question. The division chair also will consult with the vice president for academic affairs and student success concerning the composition of a search committee and will either chair the committee or appoint another Faculty member with the approval of the vice president for academic affairs and student success.
10. Participate as requested in developing and fulfilling the University's strategic planning process. Division chairs will serve as members of the Strategic Plan Steering Committee.
11. Provide additional oversight for department financial budgets; work with department chairs to monitor spending; review and advocate for departmental requests; and help set budget priorities for the academic division in conjunction with the Academic Council. Division chairs are also responsible for submitting the final adjunct and overload information to the vice president for academic affairs and student success.
12. Develop and maintain records and files appropriate to the division.
13. Collect and submit reports of departmental and divisional activities to the vice president for academic affairs and student success for use in board reports.
14. Serve as the intermediary reviewer of all student academic issues prior to the referral of a student problem to the vice president for academic affairs and student success.
15. Perform other duties as assigned by the vice president for academic affairs and student success.

4.5 Responsibilities of GPS Program Directors

Program directors for Graduate and Professional Studies programs are appointed or hired by the vice president for academic affairs and student success in consultation with Faculty and staff related to the program. GPS program directors report to the department chair of the related department and have general oversight of course and program development, review and revision, on-line adjunct Faculty oversight, accreditation compliance, and additional administrative responsibilities as defined by the department

chair and vice president for academic affairs and student success. Specific responsibilities include:

1. Keeping abreast of subject areas, external trends, individual student needs, occupation areas and other discipline-specific information so that academic programs are current and relevant.
2. Working collaboratively with the director of Director of Curriculum Services for Distance Education, instructional designers, and subject matters experts to develop, revise, and review courses in accordance with best practice.
3. Participating in all kick-off meetings with the SME and instructional designer.
4. Verifying that all course materials (textbooks, technology) are the most recent edition and are readily available in the AU bookstore.
5. Verifying that course outcomes and course descriptions are correctly matched to official documents in the University Registrar's Office.
6. Assuring that discipline-specific competencies, program outcomes, and general education outcomes (if applicable) are included and linked to course outcomes.
7. Reviewing the Faculty Instructional Guides once completed for accurate instructional information (e.g., competencies, correctness of all content) and providing final approval for the course.
8. Monitoring all on-line courses for compliance to the academic department's standards of discussion, interaction, and feedback.
9. Routinely coordinating with the director of curriculum services for distance learning in scheduling and planning changes to courses and programs.
10. Providing oversight of all program assessment, including annual assessment of programs, 5-year program review, discipline-specific assessment requirements, and regional accreditation requirements.
11. Provide leadership and oversight to all matters related to Faculty effectiveness.

4.6 Definition and Categories of Faculty

4.6.1 Tenured Faculty

Members of the full-time teaching Faculty who have been granted tenure by the University are designated the tenured Faculty of the University. Tenured Faculty who are appointed to serve in full-time academic administrative positions shall continue to be considered members of the Faculty.

4.6.2 Tenure-Track Faculty

Members of the Faculty who carry a full-time teaching load, are in an academic rank above the instructor level, and have not yet been granted tenure are designated the tenure-track Faculty of the University. Appointment to a tenure-track position requires that half or more of the assigned, full-time teaching load consists of traditional program courses.

4.6.3 Non-Tenure-Track Faculty

4.6.3.1 Full-time Faculty

Non-tenure-track full-time Faculty include instructors who do not have a terminal degree and/or other Faculty who do not have more than half of the assigned full-time teaching load in the traditional program. The vice president for academic affairs and student success has the discretion with the advice of the Academic Council and the consent of the president to also designate other teaching positions as non-tenure track in the case of a new program, sub-optimal enrollment, and other special cases.

4.6.3.2 Part-time Faculty

Members of the Averett staff who are employed full-time by the University, and whose regular teaching duties include at least one course but less than a full-time load of coursework, shall be designated part-time Faculty (normally at the instructor rank) of the University but are not eligible for tenure, nor voting privileges.

4.6.3.3 Adjunct Faculty

Adjunct Faculty are those employed to teach on a course-by-courses basis. They are appointed as instructors, and are not eligible for tenure, or voting privileges. Adjunct Faculty who hold rank appointment at another institution of higher education may be granted academic rank higher than instructor for the term of their assignment at Averett.

4.6.3.4 Visiting Faculty

Visiting Faculty are Faculty appointed for short periods of time such as those who are on leave from another school or those filling in for a sabbatical leave. Visiting Faculty will hold a rank appropriate to their credential and experience, but are not eligible for tenure or voting privileges.

4.6.3.5 Professional Librarians

Professional librarians who hold a Master of Library Science or equivalent degree have Faculty status, may serve on Faculty committees, vote in Faculty meetings and are eligible to teach classes if they have the correct Faculty credentials and have the permission of the library director. Professional librarians do not hold Faculty rank and are not eligible for tenure (except for those who have attained rank and tenure before 2019), and do follow the vacation and sick time rules of other professional staff.

4.6.3.6 Academic Administrators

Academic administrators include academic deans and GPS program directors, and normally are not tenure-track positions unless an already tenured Faculty member is appointed to such a position. Academic administrators may carry rank and are eligible for promotion if there is a sufficient teaching record as determined by the Promotion Committee.

4.6.3.7 Clinical Instructor and Preceptors

Clinical instructors are typically professionals and/or staff at clinical sites or laboratories where students do clinical work, such as in medical technology or nursing. They may be considered adjunct employees of the University or can also be courtesy appointments for those who are employed elsewhere but collaborated with academic programs at Averett. Clinical instructors do not participate in the governance of the University.

4.6.3.8 In-Residence Designated Faculty

The In-Residence designation is an honorific title that may be bestowed by the vice president for academic affairs and student success in consultation with the president and Academic Council on those who do not fit in any other Faculty category but offer significant resources to Averett University students. Examples are artist-in-residence, leader-in residence, and executive-in-residence.

4.6.4 Ex Officio Members

By virtue of their offices, the president, the vice president for academic affairs and student success, the dean of Student Life, the registrar, the director of the Center for Community Engagement and Career Competitiveness, the director of the Galesi Student Success Center, professional librarians, and academic administrators responsible for academic programs (such as deans and GPS program directors) are designated as members of the Faculty.

4.6.5 Emeritus Faculty

All retired tenured Faculty members who have made contributions of extraordinary merit to Averett University may be considered for Faculty emeritus status. Additionally, tenured Faculty members, with exemplary service to the University, who pass away while employed may be considered for emeritus status. Nominations for emeritus status may originate in the department and/or from within the Academic Council by October 1, and nominations will be reviewed by the Academic Council. If the Academic Council recommends the nomination, a request for approval will go to the full Faculty and must be approved by a two-thirds majority of the Faculty. Upon approval, candidates for Faculty emeritus status will be recommended to the administration and to the board of trustees. The selection of administrator emeritus will be determined by the board of trustees upon recommendation by the Academic Affairs Committee of the board.

Emeritus Faculty may be invited to teach classes, guest lecture in classes, mentor new Faculty, and/or tutor students. They shall be listed in the University Catalogue and are invited to participate in Commencement and other academic ceremonies. Specifically, they shall be entitled to (a) use the University library and its services; (b) enroll in classes if space is available; (c) receive tuition remission for themselves and spouses; (d) attend University events as Faculty members; and (e) receive other Faculty benefits as determined by the president and the board of trustees.

4.7 Faculty Rank

Averett University expects the career of a Faculty member to evidence a trajectory of continuous growth in the areas of teaching, advising, and other qualities and primary academic responsibilities of the Averett Faculty (see 4.1 and 4.2). Such growth reflects a sustained, ongoing engagement with the teaching vocation. It is generally expected that Averett University Faculty will be well-credentialed and hold a terminal degree in their field or related field, which is normally at the doctoral level, though the University recognizes that in some fields, the terminal degree may not be a doctorate, as noted in the

Averett University Faculty Credential Manual. Faculty are expected to have graduate degrees that are relevant to the teaching field and earned at regionally accredited schools, schools accredited by CHEA recognized accrediting bodies, and/or international universities recognized by the appropriate national education ministry or authority. On recommendation of the vice president for academic affairs and student success with the consultation of the Academic Council, the president of the University may, under exceptional circumstances of merit, modify the degree requirements when it is in the clear interest of the University.

4.7.1 Instructor

Appointment at the instructor level requires the minimum credentials to teach at Averett University. Adjunct Faculty and full-time Faculty without the terminal degree in their teaching field will be appointed to this rank. Full-time Faculty without a terminal degree must serve a minimum of six years of full-time teaching (minimum of three years at Averett) in the instructor rank before they may be considered for promotion to assistant professor. ABD candidates will also be appointed at the instructor level but will be administratively promoted by the vice president for academic affairs and student success to assistant professor as soon as the doctoral work is completed and a final transcript is received.

4.7.2 Assistant Professor

Appointment as assistant professor requires the demonstration of potential for competence and success in teaching, advising, and other qualities and primary academic responsibilities of the Averett Faculty. Potential for sustained growth and development in these responsibilities is also expected. Faculty holding a terminal degree in their teaching field are initially appointed as assistant professor unless full-time rank at another institution warrants appointment at a higher rank (see 4.8.2.6).

4.7.3 Associate Professor

Faculty at the rank of associate professor should hold the appropriate doctorate or terminal degree and must have served a minimum six years of successful full-time teaching experience at the rank of assistant professor at Averett University or in another recognized institution. Faculty without the appropriate terminal degree may also be considered for promotion to associate professor. In addition to these credentialing expectations, appointees to this rank shall also have met the expectation of competence and success in teaching, advising, and other qualities and primary academic responsibilities of the Averett Faculty, and demonstrate an emerging pattern and promise to attain the level of excellence in these areas.

4.7.4 Professor

Faculty at the rank of professor are considered leaders among the Faculty, and must hold the appropriate doctorate or terminal degree and have had a minimum six years of successful full-time teaching at the rank of associate professor at Averett University or in another recognized institution. In addition to these essential credentialing requirements, appointees to this rank shall also have met the standard of excellence and established a

continuing pattern of excellence and leadership in teaching, advising, and other qualities and primary academic responsibilities of the Averett Faculty.

4.8 Faculty Recruitment

4.8.1 Statement on Faculty Recruitment

Openings on the Faculty are both opportunities and challenges. The process the University uses to fill these openings should attract talented, appropriately trained and credentialed teachers, whose skills, attitudes, and career objectives correlate with Averett's needs and mission. In addition, the search process is to ensure that the candidate chosen has gone through a similar process to her/his colleagues. Finally, the search process is designed to demonstrate our stated values and our commitment to the highest level of professionalism to all those outside our own academic community.

4.8.2 Recruitment of Full-time Faculty

4.8.2.1 Authorizing the Faculty Search

Authorization for a formal search is the prerogative of the president, who will act upon recommendation of the vice president for academic affairs and student success in consultation with division chairs and department chairs. It is not appropriate for any individual to place advertising or to engage in activities designed to attract potential candidates prior to such authorization. Averett University is a tuition-driven institution in which most financial decisions depend on enrollment forecasts. The fact that a current Faculty position is vacant or that an additional position is required does not necessarily mean that it actually will be funded. The decision to fund Faculty vacancies or additional positions is made in the budget-building process.

4.8.2.3 The Search Committee

Search committees will typically be appointed by the vice president for academic affairs and student success in consultation with the division and department chairs. Faculty search committees will normally consist of four to six members, and the vice president for academic affairs and student success will appoint the chair who will often be the department or division chair. The search committee will consist of department members (but not necessarily all members), one member from another department in the division, and one at-large member from a different division. Search committees also are encouraged to include a relevant member from the local community for a broader perspective on the field. The chair of the search committee is responsible to the vice president for academic affairs and student success, who may choose to participate, ex officio, in any or all search committee meetings. The chair will schedule all meetings of the committee and be responsible for following the policies set forth in this document. Above all, the chair is expected to lead the search committee to the timely completion of its assignment in a civil atmosphere respectful of the diversity of opinion and the need for confidentiality both with respect to

individual candidates and the discussions of the committee.

4.8.2.4 Advertising the Position and Establishing a Timeline

The search committee should begin by drafting a position description, including the courses the Faculty member to be hired is expected to be able to teach, and a set of minimum qualifications that can be used for the advertisement consistent with HR requirements. This process will, of course, be guided by the University's current curriculum, but it also should be informed by future needs and the strategic plan. A timeline is important as a set of goals to keep the committee moving forward. Applicants should be made aware of when applications will begin to be reviewed, when they may expect responses to their application, when interviews will be scheduled, and when an offer might be made. The position description and timeline for a Faculty search require the approval of the vice president for academic affairs and student success. The position is advertised in *The Chronicle of Higher Education* and/or other appropriate publications. Graduate schools in the region that have appropriate programs may also be notified. It is important to approach advertising the position as a selling strategy, not just as an abbreviated job announcement. All applications should be acknowledged. A complete position description and other pertinent information about the University or academic area, as well as the timeline for informing finalists, should accompany this acknowledgment. This is a step that many searches avoid, but it is crucial in projecting a professional image of the institution. Clerical support for search committees will be coordinated by the office of the vice president for academic affairs and student success.

4.8.2.5 Interview Process

The search committee should screen all applications and make sure the minimum qualifications are met, and then each should rank the ones qualified. Care should be made not to prejudge subjective factors such as whether the applicant will actually want to come to Averett or live in Danville. After this review, the chair will present to the vice president for academic affairs and student success with a "long list" (usually six to eight), and those who do not make the long list should be notified that they are not being considered for the position at this time. Telephone or video conference call interviews should be conducted with the applicants on the long list, and should be about 30 minutes in length, using prepared questions and leaving a little time for the applicant to ask a questions. After the initial interviews, the committee should narrow the list down to a final list normally between two and four finalists. This list will be presented to the vice president for academic affairs and student success, who must approve the list. At least three references will be gathered before candidates are contacted to set up on-campus interviews. On-campus Faculty interviews should include the following elements at a minimum:

- Interview with the president, if available, for 30 minutes
- Interview with the vice president for academic affairs and student success for 60 minutes

- Interview with search committee for 90 minutes
- Campus tour
- Time with students
- Teaching session or presentation
- Open Forum for Faculty and related staff (this can be combined with teaching session/presentation)

Every effort should be made to have meals on campus in the dining hall, although one reasonable dinner with the chair and a couple of search committee members may take place at an area restaurant.

4.8.2.6 Employment Decision

At the conclusion of on-campus interviews, the committee should meet to discuss the finalists and draw up a document that lists the strengths and challenges of each finalist. This document will be submitted as soon as possible to the vice president for academic affairs and student success who will discuss with the president the decision either to make an offer to one of the finalists, ask the committee to submit more names for on-campus interviews, or postpone the search. If an offer is made to a candidate, that will be done by the vice president for academic affairs and student success, who will be responsible for making the offer and for any negotiating, especially concerning rank and credit towards tenure consistent with sections 4.7 and 5.5. For persons tenured with teaching experience at an accredited college or university, the Averett pre-tenure period may be negotiated to as few as four years.

4.8.3 Recruitment of Adjunct Faculty

Adjunct Faculty must meet all of the same criteria as full time Faculty for teaching the courses to which they are assigned. The vice president for academic affairs and student success will acquire and maintain all transcripts and supporting documentation with the assistance of the HR Office. The recruitment decision is initiated by the department chair, in consultation with appropriate Faculty, and then approved by the vice president for academic affairs and student success.

All adjunct and part-time teaching loads are limited to no more than nine credit hours per semester, and six credit hours in summer sessions. Part-time Faculty in nontraditional programs may teach no more than two overlapping courses at a time.

4.9 Faculty Contracts

4.9.1 Contractual Responsibilities

The signed acceptance of a full-time, annual teaching contract at Averett University implies adherence to both the Averett University Employee Handbook and Faculty Handbook, and commitment to the following basic duties and responsibilities of all members of the Faculty:

- Full-time service to the University for generally nine months (the Monday of the school kickoff/Faculty workshop in August to the Friday after graduation in May), although Faculty are strongly encouraged throughout the year to stay connected to the University through checking email at least weekly, reading Coffee Break and Cougar Connect, and keeping the department chair advised if one is travelling. In addition, advisees and graduates may be in contact for recommendations and other assistance. There also may be need for some consultation by a Faculty chair, division chair, or other administrator;
- Teaching 24 semester hours or their equivalent (not including independent study);
- Coordinating the mentoring, academic development, and course of study for formally assigned student advisees;
- Attendance at Averett University Faculty meetings, convocations, Faculty workshops and graduations; permission to miss any of these events may be granted by the vice president for academic affairs and student success for significant reasons. Faculty are strongly encouraged to attend athletic, cultural, and other co-curricular events in a manner that demonstrates interest and support of student activities;
- Availability to colleagues and students during adequate, regularly-scheduled office hours;
- Faculty will be paid in 12-month framework (Faculty with nine-month contracts may elect to be paid in a nine-month framework).

4.9.2 Contracts

Employment of all Faculty members shall be by formal written contract, signed by the president or his or her designee of the University and the individual Faculty member. Two copies are to be executed, one for the Faculty member and the other to be returned to the president or his or her designee by the date specified on the contract.

4.9.3 Contract Commitments

All amendments to employment not specified in the current Averett University Faculty Handbook must be specified in the written communication (oral commitments will not be considered binding). The president or designee is authorized by the board of trustees to make all formal, written offers and commitments to potential and continuing Faculty members.

4.9.4 Contract Termination

All Faculty contracts are bilateral and cannot be rescinded, except by mutual agreement, for cause, or out of necessity. The University reserves the right to withhold up to one month's salary (1/12 of annual salary) of a Faculty member seeking premature release from his or her teaching contract.

4.9.5 Contract Renewal

Acceptance of annual contract renewal is by signature of each party to the contract and by the return of a signed copy to the president's office. The signatures imply that both the Faculty member and the University agree to comply with the provisions of the current Averett University Faculty Handbook as well as those of the signed contract.

4.9.6 Contract Renewal Deadlines

The University will tender contract renewals for continuing full-time, tenured, and tenure-track Faculty after the spring board meeting but no later than two weeks after graduation. Unless prior notice and arrangement has been made, any Faculty member who has not returned his or her signed contract within two weeks of the contract date of issue will be considered to have resigned his or her employment status.

4.10 Professional Ethics

4.10.1 General Statement on Faculty Ethical Behavior

Consistent with the mission/vision/values of Averett University, its historic commitment to the Judeo-Christian tradition, and the common ethical values of higher education in the United States, Averett University expects of its Faculty high ethical standards. Faculty serve as role models and are therefore expected to exhibit professional behavior inside and outside of their classrooms with all students and colleagues, and with the general public in the larger community.

The University calls special attention in to the following:

1. Faculty members should be familiar with and support the mission and educational philosophy of the University in their teaching and advising.
2. A Faculty member should be fair and objective in his or her statements about the University and about the work of colleagues and students.
3. Faculty members are expected to support and follow University policies and regulations. Any effort to modify, change, or delete University policy must be made through the proper channels.
4. Faculty members are expected to treat each other and all University employees with respect in a collegial manner. They respect and defend the free inquiry of each other, acknowledge academic debt, and strive to be objective in their professional judgment of colleagues. Faculty members accept their share of Faculty responsibilities for the governance of their institution.
5. It is the obligation of Faculty members to stay current in their academic discipline, and to that end, individual Faculty members are encouraged to study and/or research the areas of their teaching and special scholarly interest.
6. Official University business should be discussed only with authorized persons, and concerns over official University business should be discussed in an honest, confidential, and collegial manner with those who can productively address the concern.
7. Confidential information or privileged communications, no matter from whom received, should be treated as such, unless the nature of the information and the common good require that it be discussed with an appropriate University official.

4.10.2 Academic Fraud and Dishonesty

Honesty is a basic assumption within the academic community and must characterize all members of the Faculty in all of their activities. Averett University believes that a

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

- a. Plagiarism is the presentation of the words or ideas of another as if they are one's own. Avoiding plagiarism demands that a scholar must acknowledge every intellectual debt, including ideas and methods as well as their expression.
- b. In the sciences, Faculty members should understand the American Association of University Professors (AAUP) definition of scientific fraud as well as the more general definitions of plagiarism. According to the AAUP, scientific fraud may involve falsifying data either by fabrication or by reporting of data in a selective way (including by omission) so as to create false results. Scientists must model appropriate research standards for their students, including their handling (and recording) of primary data and the data's sources as well as in following whatever protocols, regulations, and policies may apply to their work. Scientific fraud also includes plagiarism.
- c. If a Faculty member is accused of academic dishonesty — whether by a student, a colleague, or someone outside the institution — these steps will be followed in investigating the charges:
 1. An inquiry will be conducted by the Faculty Affairs Committee to determine whether further investigation is warranted.
 2. If the evidence warrants it, the Faculty Affairs Committee will conduct the investigation.
 3. The Faculty Affairs Committee will make a formal report of its findings to the vice president for academic affairs and student success.
 4. If the Faculty Affairs Committee reports that the accused Faculty member is guilty of academic misconduct, the vice president for academic affairs and student success will determine and impose appropriate penalties.
 5. If an unfounded charge of academic misconduct is brought against a Faculty member by a member of the University, the accuser should be subject to discipline imposed by the vice president for academic affairs and student success or the president.
 6. Appeal of this process will be made to the president of the University.

4.10.3 Recognition of Student Rights

Whereas it is the responsibility of Faculty to hold students accountable for the quality and integrity of their academic performance, members of the Faculty are equally obligated to

respect the rights and freedoms of students in their academic work. The University expects all members of the Faculty:

1. to respect the student right to free expression of ideas that are made in a context of mutual respect;
2. to establish classroom procedures that protect students against prejudiced or capricious academic evaluation; and
3. to guard against the improper disclosure of confidential information.

The University expects that all members of the Faculty will respect the right of students to plan their work by providing ample advance notice of all major evaluative exercises. The University also expects that Faculty will provide the student with timely and accurate feedback on their academic performance. For further information about student responsibilities and rights, see the Averett University Student Handbook.

4.11 Faculty Retirement

For the purposes of planning, it is ideal that Faculty inform the University of a pending retirement at least six months prior to the retirement date.

5.0 FACULTY EVALUATION, TENURE, AND PROMOTION

5.1 Criteria for Evaluation of Faculty

The criteria for evaluation of Faculty for annual reviews, pre-tenure, tenure review, and promotion in rank review are the qualities of Averett University Faculty and primary academic responsibilities of Faculty in sections 4.1 and 4.2.

5.2 Annual Faculty Reviews

5.2.1 Non-Tenure Track Faculty

All full-time, non-tenure track Faculty members will normally be evaluated each academic year in the Spring. Evaluation will consist of the following items:

- Observation of one class by a colleague of choice who will write up his or her findings and submit to the Faculty member and the department chair to be included in the Faculty member's self-assessment and chair assessment. Not to exceed one page.
- Written self-evaluation by the Faculty member that consists of a thoughtful and critical reflection of how the Faculty measures up to the values and responsibilities of Averett Faculty (4.1 and 4.2), reflection on teaching evaluations, and goals for improvement. The self-evaluation is not to exceed three pages.
- Department chair written assessment of Faculty member that includes a review of teaching evaluations of the previous two semesters and one teaching observation.

These materials are to be submitted by the department chair to the vice president for academic affairs and student success and division chair by one week after Spring graduation.

5.2.2 Tenure Track Faculty

All full-time tenure track Faculty will do the same evaluation as listed above (5.2.1) each year. In Years 1, 3 and 6 the materials for that year and preceding years along with an evaluative letter from the division chair will be submitted to the Faculty Affairs and Tenure Committee, which will review the materials and submit a summative evaluation to the vice president for academic affairs and student success. In order to earn tenure at Averett University, the Faculty members must demonstrate that they have incorporated “High Impact Practices” as defined by the National Survey of Student Engagement, preferably a service-learning course, before their tenure review (see 4.2.3).

5.2.3 Tenured Faculty

All tenured Faculty members will provide a self-assessment (not to exceed 4 pages) reflecting on teaching evaluations and contributions to the department and University to be discussed with their department chair. The department chair will submit this self-assessment along with a form affirming agreement or listing disagreements to the division chair, who will add his or her observations on the same form and submit a copy to the Faculty member and the vice president for academic affairs and student success. Every three years, tenured Faculty are to include an observation of teaching by a colleague of choice along with an observation by the department chair. For post-tenure review, see section 5.8.

5.2.4 Course Teaching Evaluations

All courses taught at Averett University will be evaluated by students through course teaching evaluations administered by the Office of Institutional Research and Effectiveness. Summaries of these course teaching evaluations will be submitted to the Faculty member, department chairs, GPS program directors, and the Office of the Vice President for Academic Affairs and Student Success.

5.2.5 Evaluation of Department Chairs and Division Chairs

Department chairs and division chairs (and deans) will follow the same evaluation procedures listed above, with additional attention given to their management. Department chairs will be evaluated by their division chair, and division chairs will be evaluated by the vice president for academic affairs and student success. This principle will also apply to all other evaluations and reviews (Rank Promotions, section 5.9; and Post-Tenure Review, section 5.8).

5.3 Definition and Purpose of Tenure

It is recognized by the board of trustees, the University administration, and the Faculty that tenure is a continuous appointment without stated term that is conferred on a Faculty member after rigorous and cumulative review. The purpose of academic tenure is to ensure the freedom to teach and to do research with a sufficient degree of economic security to make the profession attractive. Tenure was not designed, nor does Averett University use it, to grant lifetime employment security. The University looks upon the awarding of tenure as a statement of faith in the continued excellence of the Faculty

member based on past performance. Tenure is a commitment of the University to the Faculty member and of the Faculty member to the University.

Although Averett University has not adopted the AAUP Statements regarding tenure as binding policy, we do hold that universities are conducted for the common good and not to further the interests of either individual Faculty or the University without consideration of the Faculty. The common good in turn depends upon the free search for truth and its free dissemination.

5.4 Authority for the Assignment or Termination of Tenure

5.4.1 Awarding of Tenure

Tenure is awarded by the board of trustees upon advice of the Academic and Student Affairs Committee of the board, acting on the recommendation of the vice president of academic affairs and student success and the president. This recommendation for tenure shall typically originate from the Faculty Affairs and Tenure Committee.

5.4.2 Termination of Tenure

Tenure for an individual Faculty member is terminated by the board of trustees upon advice of the Academic and Student Affairs Committee, acting on the recommendation of the vice president of academic affairs and student success and the president. This recommendation shall originate from the president, in accordance with policies outlined in Section 5.11.2.

5.5 Pre-Tenure and Tenure Review

5.5.1 Eligibility and Timeline for Review

To be considered for tenure review, Faculty must be at the minimum rank of assistant professor, and in the sixth year of that rank unless the Averett pre-tenure probationary period was negotiated at initial appointment to as few as four years based on full-time teaching experience at an accredited college or university. No more than two years credit may be negotiated. Each tenure-track Faculty member will undergo a comprehensive pre-tenure review during the first and third years. If a tenure-Faculty member has been granted credit toward the tenure track, they will only undergo one pre-tenure review, which will be in the second year.

5.5.2 Tenure-Track Period

The tenure-track period is a time for Faculty and their colleagues to assess the value of continued appointment and potential tenured appointment at Averett University. This pre-tenure process is meant to be a transparent and supportive time of growth through careful assessment by the candidate, department chair, division chair, and the Faculty Affairs and Tenure Committee (see 5.2.2). If evidence of adequate progress or appropriate fit with the institution is clearly lacking, early denial of continuing appointment is preferable to denial of tenure in the year of tenure review.

5.5.3 Timeline for Pre-Tenure Review

Deadlines for pre-tenure reviews are as follows:

- January 31 – Submission of pre-tenure review file by tenure-track Faculty member.
- February 15 – Deadline for the Faculty and Tenure Committee to review the pre-tenure review file.
- March 5 (or the Friday before Spring Break if that comes earlier) – Deadline for Faculty Affairs and Tenure Committee to submit written recommendation to the vice president for academic affairs and student success with copies to the department chair and division chair.
- March 12 (or the Monday after Spring Break if the 12th is during Break) – The vice president for academic affairs and student success along with the department chair and division chair will meet with the tenure-track Faculty member to convey whether the tenure-track Faculty member will continue on tenure track or not be renewed for the next academic year.

5.5.4 Tenure Review

Tenure-track Faculty will undergo final comprehensive tenure review in their 6th year (or 4th or 5th year if given credit toward tenure). Deadlines for tenure review are as follows:

- September 15 – Submission of tenure review file by the tenure candidate.
- October 15 – Deadline for the Faculty and Tenure Committee to review the tenure review file.
- October 22 – Deadline for Faculty Affairs and Tenure Committee to submit written recommendation to the vice president for academic affairs and student success with copies to the department chair and division chair.
- November 1 – The vice president for academic affairs and student success, along with the department chair and division chair, will meet with the tenure candidate to convey the tenure decision. A decision not to grant tenure will mean that the current academic year is the last contract year.

5.5.5 Policy on Transition for Tenure-Track Faculty

This tenure policy will take effect for Faculty who enter the tenure-track for the 2019-20 academic year. Faculty who were appointed to the tenure track prior to 2019-20, will continue to follow the 2016 Faculty Handbook.

5.6 Pre-Tenure and Tenure Review Files

5.6.1 Pre-Tenure Review Files

Pre-tenure review files for the first- and third-year reviews (second year for those awarded credit toward the tenure process) will consist of the following materials:

- Up-to-date CV.
- Annual Faculty Review files since appointment at Averett listed in 5.2.1 and 5.2.2.

- A cumulative self-reflection up to that period on how the Faculty member is living into the qualities of Averett Faculty (4.1) and beginning to meet the primary academic responsibilities of members of the Faculty (4.2). This document is not to exceed 8 pages.
- Evidence of preparation of a service learning course (see 5.2.2).
- A cumulative evaluation by the department chair not to exceed 4 pages.
- Supporting documents may be added, but are not required, by the Faculty member, but may not exceed 10 pages total.

5.6.2 Tenure Review Files

Tenure review files for the final tenure review in the 6th year (4th or 5th for those awarded credit toward the tenure process) will consist of the following materials:

- Annual Faculty Review files since appointment at Averett listed in 5.2.1 and 5.2.2.
- The Faculty member's cumulative self-reflections and chair evaluations from the pre-tenure reviews.
- A cumulative self-reflection up to that period that demonstrates that the Faculty member has obtained the qualities of Averett Faculty (4.1) and has fulfilled the primary academic responsibilities of members of the Faculty (4.2). This document is not to exceed 8 pages.
- Evidence of preparation and teaching of a service learning course (see 5.2.2).
- Cumulative evaluations by the department chair and the division chair each not to exceed 6pages.
- Supporting documents may be added, but are not required, by the Faculty member but may not exceed 10 pages total.

5.6.3 Deliberations of the Faculty Affairs and Tenure Committee

All members of the Faculty Affairs and Tenure Committee must review the review files before the committee meets to make a report to the vice president for academic affairs and student success. The report should include observations of strengths and weaknesses of the Faculty member under review, recommendations for improvement, and a final recommendation for or against continuing appointment for pre-tenure reviews and for or against tenure for tenure reviews.

Committee members are to exercise professionalism and objectivity and will not discuss any element of the review outside of the committee. If the committee needs some clarifications from the candidate, the department chair, or the division chair, this request for additional information will be communicated only by the committee chair. The committee will follow 4.1 and 4.2 as the standard for reviewing the Faculty member.

5.7 Pre-Tenure and Tenure Decisions

5.7.1 Final Decision Process

The vice president for academic affairs and student success shall forward the Faculty Affairs and Tenure Committee's recommendations for pre-tenure and tenure decisions to the president along with his or her recommendation. The president makes the decision to

continue on tenure track or not be renewed for a further contract for Faculty undergoing pre-tenure reviews, and to award tenure, contingent on final board of trustees' approval (see 5.4.1), or not to award tenure for tenure decisions. No reasons are given when making negative decisions.

5.7.2 Appeal of Tenure Decisions

The Division Chairs shall serve as the appeals committee for tenure decision for a written appeal submitted by the Faculty member denied tenure. Should this occur, the appeal committee should make a full review of the matter and present its recommendation to the president, who will make the final decision whether the recommendation should be changed.

5.8 Post-Tenure Review

5.8.1 Purpose

The purpose of post-tenure review process is to acknowledge, respect, and encourage continuing Faculty development after tenure has been awarded. While the pre-tenure and tenure review process is presumed to be a rigorous process of evaluation, and being granted tenure is a significant accomplishment and honor, the post-tenure process ensures that the Faculty member maintains the qualities that earned tenure and supports growth through a significant new project or endeavor.

5.8.2 Process and Procedure

Post-tenure review will take place in three-year cycles in which a tenured Faculty member will undertake a three-year post-tenure review followed by a three-year period in which there is no post-tenure evaluation, to be followed by new alternating cycles of evaluation and non-evaluation. Tenured Faculty, however, will still undergo yearly evaluations according to section 5.2.3.

Tenured Faculty in the post-tenure review cycle will take part in a three-person review committee made up of their department chair (who will chair the committee), a colleague of choice, and the Faculty member undergoing review, accordingly:

- During the fall of the first year, the Faculty member will meet with his or her review committee to set a goal. Resources needed and evaluation techniques for the project will be determined at this time. Committee Chairs will send documentation of the goal for approval to the vice president for academic affairs and student success. Work on the goal will begin no later than the beginning of the spring semester of the first year.
- Faculty members under review will file progress reports to their committee chairs at the end of year one and year two. Goals may be subject to revision as the cycle progresses, and the committee will meet as requested by the chair or the person undergoing review.
- A final report of the project along with an evaluative letter by the chair on the project will be submitted to the Faculty Affairs and Tenure Committee no later than March 1 of the third year. In addition to materials on the project, the yearly evaluations of the same three-year cycle will also be submitted.

If a department chair is undergoing post-tenure review, the division chair will chair the committee, and if a division chair is undergoing post-tenure review, the vice president for academic affairs and student success will appoint another division chair to chair the committee.

5.8.3 Goals

Goals may include but are not limited to such things as undertaking a new teaching competency for a new course or courses; taking students on field trips of special interest and significance; attending regional, national, or international conferences; trying a new teaching technique; learning or using new computer techniques or other technology in the classroom; presenting at conferences or clinics; major curriculum revision; writing a journal article for publication; leading a study abroad experience; participating in a Faculty exchange program; preparing a creative project like an art exhibit, theatre presentation, or musical program; developing or participating in extraordinary recruiting efforts; taking post-degree or continuing education courses; and writing a book. It is understood that some projects might require more than three years to accomplish, but there must be demonstration of significant progress by the third year.

5.8.4 Findings of the Post-Tenure Review

The Faculty Affairs and Tenure Committee will review the materials, summarize the efforts and make a recommendation to the vice president for academic affairs and student success by April 1 for one of the following:

1. commendation for continued effectiveness;
2. recommendation for improvement; or
3. recommendation for significant improvement and/or remediation.

Faculty who receive a recommendation for significant improvement and/or remediation will be given a professional improvement plan approved by the department chair, division chair, and vice president for academic affairs and student success and will be given the next year to make improvement. If at the end of the following year, significant improvement is not made, the process of termination under sections 5.10.2.2 and/or 5.10.2.4 will be considered as a last resort.

5.9 Faculty Rank Promotion

5.9.1 Purpose of Rank Promotion

The purpose of promotion in rank is to encourage a trajectory of continuous growth in the areas of teaching, advising, and other qualities and primary academic responsibilities of the Averett Faculty (see 4.7). Reviews for promotion, however, are not mandatory, nor are promotions automatic.

5.9.2 Criteria for Evaluation for Promotion

The general criteria for evaluating Faculty for promotion are 4.1 and 4.2 and the expectation that the Faculty member has met the following standards for each rank:

- **Assistant Professor** — Demonstration of potential for competence and success in teaching, advising, and other qualities, and primary academic responsibilities of the Averett Faculty, in addition to potential for sustained growth and

development.

- **Associate Professor** — Demonstration of competence and success in teaching, advising, and other qualities and primary academic responsibilities of the Averett Faculty, and an emerging pattern and promise to attain the level of excellence in these areas.
- **Professor** -- Demonstration of excellence and a continuing pattern of excellence and leadership in teaching, advising, and other qualities and primary academic responsibilities of the Averett Faculty.

5.9.3 Procedures for Promotion

Application for promotion is initiated by the Faculty member and must include a narrative making the case that the applicant has met the criteria in 5.9.2 along with a letter of support from the department chair. The application is not to exceed 5,000 words. While there is a minimum of six years required at each rank before being eligible to apply for promotion, promotions are not automatic, and length of service at one rank is not a major factor in promotion decisions. Faculty may reapply for promotion if they are not recommended or approved for promotion. A Faculty member who is being reviewed for tenure may apply for promotion in rank in the same year only if that person has also served a minimum of six years at their current rank at Averett University.

The division chairs serve as the promotion review committee, and application for promotion will be submitted to one's division chair and is due by January 31; written notification will be made by April 1. The division chairs will submit a recommendation for or against promotion to the vice president for academic affairs and student success who shall forward the recommendation to the president along with his or her recommendation. The vice president for academic affairs and student success and the president make the decision. If the promotion applicant receives a negative decision and chooses to appeal, the written appeal goes to the Faculty Affairs and Tenure Committee, which will make a full review of the matter and present its recommendation to the president, who will make the final decision.

5.10 Separation of Tenured Faculty

5.10.1 Resignation or Retirement of Tenured Faculty

When a tenured Faculty member resigns or retires, the tenured status ends, including for those who leave Averett for employment elsewhere but later return to the University as a Faculty member.

5.10.2 Termination of Tenure

The contract of a Faculty member having tenure may be terminated only when the case is made that one of the following conditions exists:

5.10.2.1 Serious physical or mental disability

When it is established by competent professional judgment and supported by evidence and the right to appeal to a fair hearing, such disability shall constitute due cause for granting a sick-leave and, in the absence of recovery, eventual termination of tenure.

5.10.2.2 Gross and willful neglect of professional responsibilities

A Faculty member has the responsibility to support sound professional practices, including implementing duly formulated educational policies in his or her classes and in Faculty, administrative, and student relationships. Charges of gross and willful neglect of professional responsibilities shall not be used to suppress or restrict the right of a Faculty member to disagree with University policies. However, if the disputed policy has been reaffirmed through regular channels of Faculty and administrative authority, the Faculty member has a clear obligation to comply with the policy and shall be given every reasonable opportunity to do so.

5.10.2.3 Moral irresponsibility

Acceptable moral conduct is expected of each Faculty member.

5.10.2.4 Insubordination

Insubordination is the intentional refusal to obey an employer's lawful and reasonable orders.

5.10.2.5 Financial exigency

The University may terminate the contract of a Faculty member having tenure when a financial exigency clearly and demonstrably exists, or when there is a phasing-out of an institutional program. In addition to general financial exigency that may require the termination of Faculty and/or a program, the University also may declare financial exigency to exist within a department or program that has seen a prolonged and consistent decline of credit hours generated per Faculty member.

Elimination of tenured Faculty will be consistent with the following principles and guidelines:

- a. Decisions are to be consistent with the mission of Averett University, and will be made to guard the integrity and sustainability of the University.
- b. The University will invoke financial exigency only when it determines and demonstrates that a reduction in tenured positions is essential to the University's capacity to fulfill its goal and obligations. Exigency is defined as a significant situation that requires a remedial response. It is not a last-minute decision when it may be too late for the decision to positively affect the sustainability of the University.
- c. Consultation will be made with the Academic Council before the decision to terminate tenured Faculty members is made.
- d. Terminated tenured Faculty members will be given 12 months' notice.
- e. The decision to terminate tenured Faculty will take into account a variety of factors such as length of service at the University, professional qualifications, credit hours generated, rank, and the capacity to perform the duties required by the curricula within the department. Within these factors, every effort will be made to terminate non-tenured Faculty before tenured Faculty.

The termination of any tenured positions will be subject to reconsideration as outlined

under the “Appeal of Revocation of Tenure” procedure below by the board of trustees in the year in which a tenured person has been given notice of termination of appointment. Any professor terminated for financial exigency shall not be replaced for one year by a professor in the same discipline.

5.10.3 Appeal of Revocation of Tenure

The Faculty Affairs and Tenure Committee serves as a grievance committee and review body for those Faculty members who believe themselves unfairly treated regarding termination.

5.10.3.1 Written Appeal

A tenured Faculty member must submit a written appeal to the Faculty Affairs and Tenure Committee within 30 days of notice that there will be a termination. A copy of the appeal must also be submitted to the vice president for academic affairs and student success at the same time. The affected Faculty member is free to speak to other Faculty members about the case, but any attempt to inflame the situation by contacting the media, sending indiscriminate and mass communications, or contacting outside of the appeal process directly the members of the Faculty Affairs and Tenure Committee or the board of trustees will be considered insubordination for not following policy. Members of the Faculty Affairs and Tenure Committee must consider the appeal a confidential matter and may not discuss the appeal with any other Faculty member outside of the committee.

5.10.3.2 Procedure for Review of the Appeal

The procedures for the review of the appeal by the Faculty Affairs and Tenure Committee are as follows:

- a. The affected Faculty member submits a written appeal to the Chairperson of the Faculty Affairs and Tenure Committee. The appeal must define the basis for the appeal in relation to 5.10.
- b. The committee will meet within 30 days of the submission of the appeal to decide whether or not to hear the complaint if the Faculty member did not follow policy. If the committee chooses not to hear the complaint, it must inform the Faculty member making the appeal within 45 days of the submission of the appeal.
- c. If the committee agrees to hear the complaint, it shall be entitled to access to all relevant information as permitted by law.
- d. On the same day that the decision is made by the committee to examine the appeal, it will notify the administrative officer(s) and request a written response to the appeal to be submitted to the committee within 30 days of such notification.
- e. Within 90 days of the original submission of the appeal, the Academic Affairs and Tenure Committee will discuss the matter and submit a written report along with its recommendations to the president of the University and to the chair of the board of trustees.
- f. If the final report of the Academic Affairs and Tenure Committee recommends the rejection of the appeal, the matter is closed. If the Academic

Affairs Committee recommends that the appeal be accepted, then the board of trustees (in accordance with the procedures outlined in the University by-laws) will decide whether to accept or reject the recommendation. The decision of the board of trustees is final. If the decision to terminate is upheld, the 12-month notification period will apply to the original date of notification to the affected Faculty member.

5.11 Separations of Other Faculty

5.11.1 Denial of Continuing Appointment for Non-Tenured Faculty

The University reserves the right to deny continuing appointment of non-tenured Faculty for a variety of reasons including incompatibility with standards in 4.1 and 4.2 and changes in academic programs occurring after the candidate was hired. The decision not to renew the contract of a non-tenured Faculty member will be conveyed in writing to the Faculty member by March 1.

5.11.2 Resignation

As the hiring of a Faculty member usually entails a common hiring period shared with other colleges and universities, Averett University requests that the decision of any Faculty member to resign must be conveyed to the vice president for academic affairs and student success as early as possible, so the University has time to take alternate actions to ensure that classes are covered for the future.

6.0. POLICIES RELATED TO TEACHING, WORKLOAD, AND OTHER FACULTY RESPONSIBILITIES

6.1 Academic Freedom

Averett University views academic freedom as an essential hallmark of the institution; however, it also recognizes that such freedom carries with it necessary obligations and restraints. As citizens, Faculty are free to write or speak without fear of institution censorship or discipline; however, there must be recognition that while the Faculty member does not speak for the University, the public may still judge not only the individual but also the University and all academia by any statements that may be made. In order to make it clear that Faculty do not speak for the University, every effort should be made by the Faculty member to ensure that distinction.

Teachers are entitled to full freedom in research and in the publication of their results, subject to the adequate performance of other academic duties; there is the attendant responsibility for such research to meet the highest ethical and professional standards. In the conduct of their classes, teachers are entitled to freedom in discussing their subjects, making assignments, and in other ways organizing their courses, including topics that may be controversial. Controversy is at the heart of the free academic inquiry which Averett's policy is designed to foster. Academic freedom does not allow Faculty to avoid contractual obligations, procedures, and policies of this handbook.

6.2 Work Week and Office Hours

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

In order to ensure that students will have access to Faculty outside of class, each Faculty member must establish office hours when students may be seen without a formal appointment. A minimum of four hours per week should be scheduled and posted with availability spread throughout the week, preferably over at least a four-day period. In addition, Faculty should be available to meet students by appointment. Office hours should be posted on the Faculty member's door and kept on file with the Faculty secretary. For on-line courses, office hours for phone calls and/or virtual advising should be posted in the syllabus and in the online course.

6.3 Calendar

The calendar is set by the administration after consultation with the Academic Calendar Committee and the Academic Council and is prepared two years in advance. During those breaks when classes are not in session (with the exception of designated Faculty workshops and advising days), the Faculty are free to schedule their time as they wish. Faculty workdays are those days shown on the academic calendar when Faculty under contract return to campus prior to the beginning of semester classes and between the end of final exams and the official end of the academic semester. From time to time, circumstances may necessitate the convening of committees and/or the entire Faculty during periods when classes are not in session. Advance notification of such meetings shall be given as early as possible, but decisions made at these meetings shall be as binding as those made at meetings held during the traditional academic year.

When classes are not in session, meetings are scheduled only if necessary, and with prior agreement of committee members. Specifically, Reading Day is designated as a day for reading, reflection and preparation for the examination period to follow. Generally speaking, committee meetings on Reading Day are allowable when all members of the committee agree to hold the meeting. Faculty will receive advance notice of such meetings, with options for participation and voting by telephone or Internet communication.

6.4 Contractual Teaching Load

6.4.1 Normal Workload

Full-time Faculty are expected to teach the equivalent of 12 semester hours of credit each of the two semesters of the academic year, or a total of 24 semester hours. A maximum of two independent studies and/or tutorials may be assigned in each semester as a part of contractual workload. In the GPS program, the equivalent full-time load is 80 workshops

during the academic year. The administration may offer course load equivalence for performing certain non-teaching projects and tasks. Faculty will not be required to teach more than a full-time load, but may do so to meet the needs of students in their respective academic programs, while maintaining teaching quality. Faculty may not teach in excess of 150 percent of the normal load without administrative approval.

6.4.2 Overloads

Overload instruction is remunerated in the last month of the term in which the instruction occurs. The amount of overload pay is based on the number of credit hours carried by the course subject to the minimum class size policy (6.5). Tutorials and independent studies (in excess of the two per semester that are considered a part of the base work-load) are paid at a different rate than lecture or laboratory courses, and pay is based on the total credit hours registered.

6.5 Minimum Class Size

Courses must meet a minimum of six students after the drop/add period to be fully funded. Ideally, courses that have fewer than six students should be canceled before the start of class, but there are occasions when the course will be offered. Any course that does not meet the minimum of six students will be pro-rated if they have three to five students, and will be paid at the independent study rate if there are only one or two students. For full-time Faculty, undersubscribed courses will be treated as an overload if the Faculty member is teaching an overload. In reviewing course loads and class size, the vice president for academic affairs and student success and division chair will take a reasonable and holistic review of the situation; in some cases, courses that do not meet the minimum may be approved if other courses taught have high numbers; in some cases they may be combined with other low number courses and/or independent studies; in other cases, the department will need to reevaluate the scheduling of courses or whether the course needs to be changed or eliminated, and other creative approaches will be taken to maintain fairness and sustainability. Faculty who cannot meet their load may need to teach an additional course in the following semester or summer, and continuing issues may have to be addressed by either reducing pay or eliminating the position under section 5.10.2.5.

6.6 Summer School

Teaching during the summer is normally an optional choice of the Faculty member. Faculty will be paid at the prevailing summer study rate and courses will meet if they have a minimum of three students. Classes with fewer than three will be paid at the independent rate. Department chairs and division chairs will determine which courses are needed in their areas, and the vice president for academic affairs and student success will coordinate the offerings with what courses can be offered through the non-traditional programs. Scheduling of classes should be done with earnest and thoughtful attention to a four-year course rotation and what is best to meet student needs.

6.7 Cancellation of Class

If a class is canceled because of a weather event (except when all classes are canceled), personal emergency, medical issues that cannot be avoided, attendance at conference or other meetings (except when asked by administration), the Faculty member will notify (before the absence is possible) the department chair and division chair (and the Vice President for Academic Affairs and Student Success if absent more than one day). Permission must be sought from the department chair and vice president for academic affairs and student success if a Faculty member seeks to be absent more than six class days total in an academic year for attendance at a conference. In no circumstance may a Faculty member cancel class to take a vacation while classes are in session. Whenever class is canceled for any reason, alternative instruction or instructional activity will be arranged by the Faculty member.

6.8 Advising

Assisting students in developing academic plans and working schedules so their goals can be reached is a responsibility of all Faculty. Although students must bear ultimate responsibility for meeting graduation requirements, the Faculty advisor plays an essential supporting role. It is imperative that the advisor knows the academic requirements and provides the student with accurate guidance. Helping students select a major that will support life goals is a part of good advising. The Registrar in consultation with the department chair makes advising assignments attempting to balance the load of advisees per Faculty member in each department. Every effort will be made to select a Faculty member with the most knowledge of the student's prospective major. Quality of advising is considered in personnel decisions as seen in section 4.2.2.

6.9 Instruction

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

1. Faculty members have the right to expect from students the normal courtesies due their professional status. The classroom is to be governed so as to provide academic freedom for the students, but physical or verbal disturbances that disrupt the class are not to be tolerated. A student may be dismissed from a class for behaving in a disruptive fashion, but the professor must report the incident, in writing, to the department chair and to the vice president for academic affairs and student success. The student may appeal to the Faculty member, department chair, division chair, and to the vice president for academic affairs and student success (in that order).
2. Faculty are expected to be present for each scheduled class meeting and to be on time. In the event it is necessary to miss a class, appropriate action must be taken to ensure that students are notified in advance, that sufficient contract hours actually occur, and that learning objectives are still met.
3. Final exams must be administered according to the schedule published by the Office of the Vice President for Academic Affairs and Student Success. If a final is not given, the class is to meet for the duration of the time scheduled for the exam.

4. Faculty shall endeavor not to schedule special class meetings that will conflict with the established schedule of classes, convocations, or Faculty meetings. Unless indicated on the schedule of classes used for registration, students should not be required to attend class meetings at any time other than that scheduled.
5. Faculty shall keep adequate records of attendance and performance, especially as they relate to federal and state statutes. Records are to be preserved and deposited with the department chair upon leaving the University.
6. Faculty shall promptly return class roll information to the Registrar's Office and meet deadlines for submitting student grades.
7. The Faculty member shall provide a syllabus to each member of the class no later than the second class meeting of the term. A copy of the syllabus is also sent to the vice president for academic affairs and student success. The syllabus should allow the student to have a clear understanding of course objectives and requirements. A syllabus must contain, at a minimum:
 - a. Name, office location, telephone number, and office hours of the instructor
 - b. Course description, objectives, and means of assessing the objectives
 - c. Due dates for assignments, tests, etc.
 - d. Course requirements
 - e. Texts and other materials
 - f. Attendance policy
 - g. Grading system and grading scale

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

6.10 Academic Policies

6.10.1 Reporting Academic Violations

A Faculty member who suspects a student of violating a University rule or regulation that is academically related should confront the student with the suspicion. The Faculty member may follow one of two courses of action:

1. The Faculty member may choose to deal with the situation personally.
 - Determine if the student is guilty of the violation.
 - Discuss the incident with the department chair.
 - Assign an appropriate penalty (this may range from a repetition of the work in question, to failure of the work, to failure of the course).
 - Report the action taken to the vice president for academic affairs and student success within five business days.
 - Place a report of the action in a sealed envelope in the student's file in the Registrar's Office and a copy in the Vice President for Academic Affairs and Student Success's Office.
 - The vice president for academic affairs and student success will notify the student in writing of the reported violation and that a second offense will result in the student being suspended from Averett University.
 - If the offense is that of plagiarism, traditional students will be required

to meet in person with the director of student success and complete a module on plagiarism to ensure he/she fully understands the violation. GPS students will be contacted by the director of student success and required to meet in person or virtually with the dean.

- Upon graduation, the violation will be purged from the file.

In the event the student challenges the Faculty member's decision, the student must register his or her challenge with the vice president for academic affairs and student success within two business days. The vice president for academic affairs and student success will submit the challenge to the Academic Policies Council to review the purported violation and the Faculty member action, and to develop an appropriate response to the student and Faculty member. The decision of the Academic Policies Council is final and will be communicated by the vice president for academic affairs and student success.

2. If the Faculty member chooses not to deal with the situation personally, he/she should report the incident to the department chair and vice president for academic affairs and student success who will convene the Academic Policies Council in person or virtually.
 - The Academic Policies Council will determine if the student is in violation of the Honor Code and, if so, after collaborating with the Faculty member, assign an appropriate penalty (this may range from a repetition of the work in question, to failure of the work, to failure of the course).
 - The report of the academic violation will be placed in a sealed envelope in the student's file in the Registrar's Office and a copy in the vice president for academic affairs and student success's office.
 - The vice president for academic affairs and student success will notify the student in writing of the reported violation and that a second offense will result in the student being suspended from Averett University.
 - If the offense is that of plagiarism, traditional students will be required to meet in person with the director of student success and complete a module on plagiarism to ensure he/she fully understands the violation. GPS students will be contacted by the director of student success and required to meet in person or virtually with the dean. Upon graduation, the violation will be purged from the file.
 - The decision of the Academic Policies Council is final and will be communicated by the vice president for academic affairs and student success.

Students who wish to report another student for an Honor Code violation should speak with the Faculty member if a specific course or Faculty member is known; otherwise, the report should be made to the vice president for academic affairs and student success. The vice president for academic affairs and student success will then make a referral to the Academic Policies Council, which will investigate and determine the proper course of action. The action of the Academic Policies Council will be final and communicated by the vice president for academic affairs and student success.

If a traditional student fails a class because of cheating, the student cannot repeat the class online or as an independent study.

6.10.2 Student Privacy and FERPA

Averett University is committed to student privacy under the FERPA statute. The Family Educational Rights and Privacy Act of 1974 was designed to protect the confidentiality of student education records and to provide students and their parents with access to those records and opportunities to correct errors within the records. Students and parents can find complete policies and procedures listed in the student handbook. It is the policy of Averett University to notify students and parents of their rights under the Family Educational Rights and Privacy Act by notification in the Student Handbook. Revisions and clarifications of this policy will be published as warranted by experience with the law and the University policy.

6.10.3 Other Academic Policies

All other academic policies, including academic standards and integrity, are found in the University Catalog and the Student Handbook. Averett Copyright, Intellectual Property, and Library Collections policies are included in Appendices A, B and C, respectively, of this Faculty Handbook.

6.11 Students with Disabilities

Averett University adheres to the Americans with Disabilities Act and Section 504 of the Rehabilitation Act of 1973. As such, Averett University is committed to creating an inclusive environment in which all students have an equal opportunity to achieve academic success and to enjoy campus life without discrimination. Averett University is devoted to ensuring that all students who submit appropriate documentation of a disability receive reasonable accommodations in accordance with the submitted documentation. It is our belief that accommodations will provide equal access to opportunities provided by Averett.

Students with disabilities should contact the Director of Student Success, Erin Schlauch, (eschlauch@averett.edu; 434.791.5754) so the University can evaluate each student's needs and create a plan for academic success.

Averett University also offers Emotional Support Animals as an approved accommodation with the submission of appropriate documentation. To request an Emotional Support Animal, please review our policies located on the Student Success webpage. For more information, please contact the Director of Student Success, Erin Schlauch, (eschlauch@averett.edu; 434.791.5754).

6.12 Other Faculty Responsibilities

6.12.1 Campus Visits and Student Recruiting

Studies have consistently demonstrated the importance that prospective students place on contact with Faculty members during their decision-making process. Faculty members are expected to cooperate with the Admissions personnel in making themselves available for

interviews with prospective students, especially on scheduled campus visit days. Departments will also be asked to contact prospective students, and so departments are advised to divide the responsibilities so that no one person must carry the whole load. In some departments with extensive evening, weekend, or off-campus teaching responsibilities, release time is granted to individuals for administrative duties and recruiting efforts. The department chairs are responsible for coordinating these efforts.

6.12.2 Sponsorship of Student Organizations

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

6.12.3 Supervision of Work-Study Students

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

1. Ensure that the student does indeed perform the work that is assigned.
2. Evaluate the student's performance and place the evaluation on file with the Student Financial Services Office in a timely manner.
3. Provide sufficient work for the student to meet the number of hours needed in the financial aid award. If there is not enough work required to meet the minimum, the Student Financial Services Office should be notified so that adjustments in assignment can be made.
4. Submit timesheets in a timely and accurate fashion.
5. Treat supervision as a mentoring opportunity and work-study as an important job experience that can be reflected on a resume and serve as a bridge to a career.

6.12.4 Academic Ceremonies

Academic ceremonies are opportunities to celebrate students and the outcomes, ideals, and vocation of higher education. All full-time Faculty members are expected to participate in all formal convocations and commencement exercises held by the University, and adjunct and part-time Faculty are invited to participate. Appropriate academic regalia (provided by the Faculty member) are to be worn. Permission to be absent from a formal convocation must be obtained by full-time Faculty members from the vice president for academic affairs and student success.

For commencement exercises and convocations, formal protocol, is followed and a line of march is issued from the vice president for academic affairs and student success.

6.13 Consulting and Outside Employment

Averett University expects full-time commitment to Faculty responsibilities from individuals who sign contracts as full-time Faculty. (The amount of commitment for adjunct and part-time Faculty is specified in the teaching contract.) No outside work should interfere with regular duties and responsibilities during the term of the contract. One's schedule at the University cannot be altered by outside work, and the University's needs must come before that of the outside employment. It is understood that for some professions, a Faculty member may be required to have a reasonable amount of outside

employment to maintain certification related to the teaching field.

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

The University encourages service on visiting committees to other institutions for accreditation purposes. The vice president for academic affairs and student success should be notified, in advance, of such service.

Averett University facilities may not be used for tutoring non-Averett University students, for private lessons, for business activities or for any activity in which compensation is received from sources outside the institution without written permission from the vice president for academic affairs and student success.

7.0 PROFESSIONAL DEVELOPMENT

To support the vision of Averett University to be a “premier student-centered University renowned for innovative teaching and experiential learning,” it is incumbent for a commitment on the part of the Averett Faculty and the University to undertake and support the intellectual and scholarly vitality among the Faculty as they undertake professional development activities to enhance their knowledge and skills and to ensure that they remain current in their disciplines. Professional development of the Faculty occurs through Faculty workshops, periodic training, mentoring by departments and the Faculty Collegium, Faculty forums, training provided by the Center for Community Engagement and Career Competitiveness, the Advising Committee, and the Galesi Student Success Center, among other committees, groups, and departments.

7.1 Faculty Development Funds

7.1.1 Funding Sources

In order to support the professional development of full-time Faculty, the University provides funding through department budgets, the Professional Development Committee, the CCECC for service learning, and special grants and other sources. Faculty are encouraged to look for additional funding through other sources such as the CIC, academic discipline organizations, and others (with the coordination of the Advancement Office).

There is an endowment under the direction of the Professional Development Committee and a related account under the direction of the vice president of academic affairs and student success to provide supplementary funds for Faculty who participate in professional development activities (7.1.2). Faculty interested in obtaining funds from the account should apply early. All proposals (requests) for funds must have the support of the department chair and be submitted to the chair of the Professional Development Committee using the appropriate application form, available on the Faculty/Staff intranet (Professional Development Funds Request) and accompanied by a letter of support from the department chair. First priority is given to applications that meet the following deadlines:

- Fall semester requests — third Friday in September
- Spring semester requests — first Friday in December
- Summer requests — first Friday in April

Once received, the application is reviewed by and voted on by the Professional Development Committee under the direction of the vice president for academic affairs and student success. The chair of the Professional Development Committee will notify the applicant in writing (with a copy to the department chair and the vice president for academic affairs and student success) within two calendar weeks of the Professional Development Committee meeting date regarding the supplementary funding approved. This written notification serves as authorization for dispersal of the approved funding. If a funding application is denied, the applicant will receive an explanation of the denial.

As a condition for receipt of funds from the Endowment, each applicant agrees to present his or her scholarly activities to the Faculty (as a whole or in break-out sessions), if called upon to do so, in order to facilitate professional development for all concerned.

To process the approved funds, the applicant will follow the documentation requirements and time specifications provided by the University's policies and procedures for Travel and Expense Reimbursement, available on the Faculty/Staff intranet. At a minimum, this process includes timely filing of a travel request, expense report, and receipts/credit card statements for approved expenses.

The vice president for academic affairs and student success may make a funding decision without seeking the Committee's approval; however, this will only be in extreme cases. This is not the normal process, and Faculty should not directly approach the vice president for academic affairs and student success without seeking proper channels.

7.1.2 Professional Development Activities

Professional development activities include the following:

- Presenting at a domestic conference related to his or her discipline. International conferences are subject to additional scrutiny based on the merits and cost of the request.
- Attending a conference as a non-presenter that benefits the department or University (may be used only once every three years).
- Creating a completely new course or significantly revising the technology or

delivery system of an existing course.

- Attending a workshop that benefits the University (supported by a detailed rationale for said benefit).
- Undertaking additional coursework (non-degree seeking) that enhances the Faculty member's knowledge or skills and/or benefits the Faculty member's department.
- Undertaking certification programs related to the Faculty member's discipline.
- Undertaking other activities as approved by the vice president for academic affairs and student success in consultation with the department chair.

7.2 Sabbatical Leave

In order to periodically offer a more extended time for professional development, the University provides sabbatical opportunities with full pay for one semester or one-half pay for a full year for persons awarded a sabbatical leave according to the following guidelines:

1. The initial eligibility for sabbatical must come after having served two years past the time of the award of tenure. Thus, the first sabbatical a Faculty member would be eligible for would be the year following the 8th year of service to the University. Eligibility for sabbaticals follows then, every 7th year. Six years of service must intervene between sabbaticals.
2. The Faculty member who receives the sabbatical is obligated to return to the University for a minimum of one year of service following the sabbatical or all income, including the employer share of fringe benefits, must be reimbursed to the University.
3. No more than one sabbatical leave may be granted in any given year unless outside funding is available to cover the salary of the Faculty member or no additional instructional costs will be incurred by the University. This latter contingency allows for the possible situation where courses can be cancelled or colleagues voluntarily absorb the instructional responsibilities of the Faculty member.
4. Applications for sabbatical must be filed in the Office of The Vice President for Academic Affairs and Student Success by the end of September in the year preceding the academic year when the Faculty member wishes to take the sabbatical.
5. Financial constraints on the University may preclude the awarding of a sabbatical in any given year. In any event, the instructional program of the University must not suffer as a result of the sabbatical.
6. If there are multiple applications for sabbaticals in any given year, priority shall be in terms of seniority, and those who have not had a sabbatical will be given preference over those who have previously had a sabbatical. If these conditions are equal, then the Academic Policies Council shall determine the recipient of the sabbatical based upon an evaluation of the proposed activities during the sabbatical period.
7. Because Averett University is primarily a teaching institution, research per se is not the sole or determining criterion in awarding the sabbatical.
8. Normally a Faculty member on sabbatical should not undertake employment at another institution.

7.3 Other Leaves of Absence

There may be occasions when a Faculty member desires or needs to take a leave of absence related to illness, paid fellowships, graduate work, etc., Each case will be handled on an individual basis by the vice president for academic affairs and student success who will consult with the president, the CFO, the director of HR, and appropriate chairs for determination whether such a leave is feasible (or required by law) and what would be the terms if it is feasible.

8.0 GRIEVANCE POLICY

8.1 Purpose and Definition

The purpose of the grievance procedure for Faculty as described below is to provide an equitable and orderly process by which any grievances by part-time, adjunct or full-time Faculty members at Averett University may be resolved. This grievance procedure does not cover or pertain to matters involving tenure, termination, dismissal, resignation, or non-reappointment of full or part-time Faculty members, inasmuch as these are already covered in other policy statements. This grievance policy is not intended to replace and should not be used as a substitute for responsible, informal efforts to resolve problems or differences of opinion. The grievance procedure should be involved only when other avenues to resolving conflicts have been thoroughly exhausted and documented.

An “individual grievance” is defined as a difference or dispute between a Faculty member and officers, agents, or representatives of the University administration (including staff members) with respect to the interpretation or application of the rules, policies, procedures, and regulations of the University as they affect the terms and conditions of the grievant’s employment. The filing of the grievance is ordinarily intended to resolve a work-related problem or condition that the Faculty member believes to be unfair, inequitable or discriminatory outside of existing discrimination policies, ADA policy, and Title IX policies in place, or a hindrance to that individual’s job performance.

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

Some examples of grievable issues are the application of policy, salary, teaching load/work load, academic freedom, infringement of established Faculty benefits or privileges, or other arbitrary and capricious activity by department chairs or University administrators that manifestly interferes with the performance of Faculty teaching responsibilities.

8.2 Time Limits

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

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

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

8.3 Non-Grievable Issues

The following issues are not grievable under this procedure:

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

8.4 Procedure

Step One

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

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

- b. If step one (a) response is not found acceptable and there is another level of supervision between the immediate supervisor and the vice president for academic affairs and student success, the Faculty member may advance the grievance to step

one (b) by indicating this desire in writing. Procedures for step one (b) shall be the same as for step one (a) except that the second line supervisor may request that the immediate supervisor be present at the meeting with the employee. In the event that there is no second line supervisor between the employee's immediate supervisor and the vice president for academic affairs and student success, the grievance may proceed directly to step two if an acceptable resolution is not made at step one (a).

Step Two

If the first step is not found acceptable, the Faculty member may advance the grievance to the second step by indicating this desire in writing. The grievance must be submitted to the vice president for academic affairs and student success within a week following the receipt of the step one reply. Following receipt of the appeal, the vice president for academic affairs and student success or his designee shall meet with the Faculty member within one week. The vice president for academic affairs and student success may request the immediate supervisor to be present; the Faculty member may similarly request that a representative of his or her choice from the University be present. The vice president for academic affairs and student success shall give the Faculty member a second step written response within one week after the meeting.

Step Three

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

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

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

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

8.5 Panel Findings

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

9.0 APPENDIXES

9.1 Averett University Copyright Policy

Copyright Defined

Copyright provides legal protection for “original works of authorship” as described in Title 17 of the United States Code. The U.S. Constitution (Article 1, Section 8, Clause 8) establishes the legal foundation for intellectual property, which includes copyright, patents, and trademarks. In this section, Congress is granted the authority “To promote the Progress of Science and useful Arts, by securing for limited Times to Authors and Inventors the exclusive Right to their respective Writings and Discoveries.”

Creators of these works receive a monopoly to exploit the commercial value of their efforts, but only for a certain period of time, to be set by the Congress. The ultimate goal is to encourage the creation of new works by offering a financial incentive to their creators while advancing the availability of new knowledge and discoveries for the common good.

Copyright attaches immediately to the creation of any original work embodied in a fixed form. Works eligible for copyright must fall into one of the following categories:

- Literary works
- Musical works, including any accompanying words
- Dramatic works, including any accompanying music
- Pantomimes and choreographic works
- Pictorial, graphic, and sculptural works
- Motion pictures and other audiovisual works
- Sound recordings
- Architectural works
- Boat hull designs

The creator of the work is also the copyright holder unless the work was made “for hire,” or the rights have been transferred to another party through a written, signed agreement. Multiple creators of a work share the copyright equally. Formal registration with the Copyright Office is no longer required, but certain legal rights can be guaranteed only through registration.

Exclusive Rights Defined

The monopoly granted to copyright holders is substantial and includes the right

- to reproduce the copyrighted work in copies or phonorecords;
- to prepare derivative works based upon the copyrighted work;
- to distribute copies or phonorecords of the copyrighted work to the public by sale or other transfer of ownership, or by rental, lease, or lending;

- to perform the copyrighted work publicly, in the case of literary, musical, dramatic, and choreographic works, pantomimes, and motion pictures and other audiovisual works;
- to display the copyrighted work publicly, in the case of literary, musical, dramatic, and choreographic works, pantomimes, and pictorial, graphic, or sculptural works, including the individual images of a motion picture or other audiovisual work; and
- to perform the copyrighted work publicly by means of a digital audio transmission, in the case of sound recordings.

Copyright Infringement

The copyright holder retains exclusive rights to a work for the duration of the copyright term. (When that term expires, a copyrighted item enters the public domain and is freely available for others to use.) Anyone who wishes to use the work must obtain a license for that use, which typically requires the payment of a royalty. The copyright holder sets the terms and conditions for the licensed use of the work and the required fee. Any unauthorized use, with a few important exceptions, constitutes infringement. Copyright protection authorizes the copyright holder to take legal action against an infringer, which can include the right to seize any unauthorized copies and the imposition of an injunction to prohibit any continuing use of the material, along with the payment of damages. Depending on the circumstances surrounding a particular infringement, the court can award damages up to \$150,000 per incident.

FAIR USE

These exclusive rights are not absolute. To provide flexibility for certain uses of copyrighted material, some limitations are part of copyright law. One of these important exemptions is “fair use.” Section 107 of the copyright code (Title 17, U.S.C.) defines fair use and explains which activities are permitted under this exemption:

§ 107 • Limitations on exclusive rights: Fair use

Notwithstanding the provisions of sections 106 and 106A, the fair use of a copyrighted work, including such use by reproduction in copies or phonorecords or by any other means specified by that section, for purposes such as criticism, comment, news reporting, teaching (including multiple copies for classroom use), scholarship, or research, is not an infringement of copyright. In determining whether the use made of a work in any particular case is a fair use the factors to be considered shall include —

1. the purpose and character of the use, including whether such use is of a commercial nature or is for nonprofit educational purposes;
2. the nature of the copyrighted work;
3. the amount and substantiality of the portion used in relation to the copyrighted work as a whole; and
4. the effect of the use upon the potential market for or value of the copyrighted work.

The fact that a work is unpublished shall not in itself bar a finding of fair use if such finding is made upon consideration of all the above factors.

Title 17, Sections 106 and 106A establish both exclusive rights and the right of attribution for a work of art. The fair use of that work, along with any associated copies, does not constitute an infringement of these exclusive rights. The use of copyrighted material for criticism, comment, news reporting, teaching, scholarship, or research are all counted as fair, but each of these four factors must be evaluated when determining whether the circumstances warrant a fair use exemption.

Whether a use is fair or not is demonstrated on a case-by-case basis. There is no legal bright line that automatically designates a fair use from one that is not, and it is the responsibility of the individual using a copyrighted work to weigh these four factors carefully when making that determination. This evaluation can be made easier by completing a fair use checklist. For further guidance, please refer to the links provided below:

<http://copyright.uncc.edu/copyright/teaching/fairuseworksheet>

<http://copyright.lib.utexas.edu/copypol2.html>

<http://copyright.columbia.edu/copyright/fair-use/fair-use-checklist/>

<http://fairuse.stanford.edu/>

Under fair use the distribution of copies to the students in a class (“including multiple copies for classroom use”) is permitted provided that the copies become the property of those students, a copyright notice appears on the first page of the copy, and any fee charged to the student does not exceed the actual copying cost. Fair use favors the reproduction of factual, nonfiction works over those of fiction. The distribution of multiple copies of creative works, therefore, might not be a clear fair use, especially if the copies contain most of the work or its substantiality, i.e., its essence. In this case, requiring the purchase of an anthology containing the works under study or placing it on reserve is a safer alternative to distributing copies.

Items in Averett library collections can be placed “on reserve” for students enrolled in a course. Faculty can request that print books and physical media be placed on Course Reserves in the Blount Library circulation area. For articles and minor portions of a work to be used in instruction, scanning for library electronic reserves is an option for Faculty to consider (see “Electronic Reserves” below).

Averett Library Digital Collections

Journal articles, eBooks, sound recordings, images and film in subscription “research databases” licensed for Averett University students and employees are available electronically through IP authentication (on campus) and individual username and password (off campus). A fair use analysis is not needed when linking from courseware or syllabi to full content in a licensed database. Faculty may direct students to sources using permalinks found in a database

citation, or with links formulated by Averett librarians.

For assistance in formulating persistent links to specific documents and media in subscription databases, please contact a librarian or email the library at aclib@averett.edu.

Electronic Reserves (E-Reserves)

E-reserves offer additional convenience to the student by making sources readily available for the term of a specific course, to students enrolled in that course. Liaison librarians for each discipline create password-protected web guides citing sources available in Averett Library collections and sources selected by the course instructor under fair use provisions in copyright law.

The following guidelines address fair use of copyrighted materials held in e-reserve.

1. Each item should be carefully evaluated to ensure that its use in e-reserves meets the same fair use criteria as for print. Students should be advised that the reserve materials are intended solely for their own use and that they should not distribute any additional copies.
2. All reserve items must be posted on a password-protected website with access restricted to students currently enrolled in the class. To prevent unauthorized access to the system, the password should not be obvious, such as the Faculty instructor's surname or the course number.
3. Access to any reserve material must not exceed the duration of the course, which typically is one semester. At the conclusion of the course, the materials should be removed from the e-reserve system or access to that system should be disabled.
4. If the items available through the e-reserve system meet the criteria for fair use, their re-use for the same class in subsequent semesters would also be considered fair.

Legal challenge to the fair use of copyrighted material

If a copyright holder contacts an Averett employee disputing the fair use of an item being used as part of course offered by the University, that employee should immediately contact an officer of the University. Responding to a formal written claim of copyright infringement without proper direction from the University attorney could place both the University and the employee in legal and financial jeopardy.

Policy Creation and Revision

Averett University Copyright Policy is communicated to the entire University community by way of a PDF document available under the "Learn" (orientation) tab on the library web home guide.

Procedures set forth in this policy are advisory, based on interpretations of U.S. Copyright

Law. Copyright policy is drafted and reviewed periodically by library Faculty (James Verdini).

Changes to the policy are referred to the Academic Policies Council for approval.

Approved December 2012 by Academic Policies Council, Chief Financial Officer, and University Attorney;
Reviewed December 2015 by library Faculty.

9.1 Intellectual Property Policy

Revised March 2012

1. Introduction

The purpose of this Intellectual Property Policy is to encourage creativity and scholarly communication in the Averett University (Averett) community while guarding the rights of authors of intellectual property and the rights and appropriate interests of Averett in the use of its facilities and resources. Subject to the provisions of this policy, this policy applies to Faculty, staff, students, and visitors to the campus as appropriate.

2. Ownership of Intellectual Property

The ownership of intellectual property depends upon the facts and circumstances surrounding the creation, which may be through traditional academic work, work for hire, joint works, or voluntary transfer as follows:

2.1 Traditional Academic Work – Author Owns Intellectual Property

The American Association of University Professors (AAUP) has adopted a policy *Statement on Copyright* (1999) that states, “It has been the prevailing academic practice to treat the Faculty member as the copyright owner of works that are created independently and at the Faculty member’s own initiative for traditional academic purposes.” Averett agrees with this AAUP policy. Averett historically has not, and does not now, assert any claim or ownership interest in the categories of traditional work including but not limited to independent preparation of both classroom-based and online course materials and works that have been fixed in tangible media, for example, manuscripts, publications (including contributions to Averett publications, such as the *Ember*, *Chanticleer*, and *Averett Journal*), art, music, film, choreography, computer disks, and technical drawings.

Intellectual property of reproduction, adaptation, publication, performance, and display, known as “copyrights,” are protected under Title 17 of the U.S. Code, the Copyright Act of 1976, as amended. Intellectual property to inventors and discoverers of new and useful processes, machines, manufactures, and composition of matter, including biological cultivars, known as “patents,” are protected under Title 35 of the U.S. Code, Patents.

The rights to intellectual property created by a Faculty member on sabbatical are the same had the Faculty member not been on sabbatical; that is, the intellectual property belongs to the Faculty member who created the work unless the intellectual property falls within sections 2.2 or 2.3 of this policy. If the work is to be jointly owned, any agreements should be in writing prior to the sabbatical period.

2.2 Work for Hire – Averett Owns Intellectual Property

Intellectual property created by an employee within the scope of their employment such as being engaged by Averett specifically to write, create, produce or otherwise generate such

material or to conduct the research or other activity which produced anything included in the material; or was released from other Averett responsibilities in order to write, create, produce, or otherwise generate materials at the initiative of Averett constitute works for hire and are the exclusive intellectual property of Averett.

Examples of “work for hire” include but are not limited to:

- a. A course content developed under contract with the explicit understanding that it may be taught by other Faculty designated by the institution (i.e., a Faculty member enters into a contract with Averett to develop a course module for a nontraditional program. The course is subsequently taught in person or online by other instructors appointed by the institution).
- b. A work created as a condition of employment and referenced in a position description or employment agreement (i.e., the Averett art director creates logos and banners for Averett’s web site and print publications); or
- c. A work developed under the direction of a supervisor (i.e., the vice president for academic affairs and student success asks the library director to develop an education program for new students and Faculty).

2.3 Joint Works – Author and Averett Co-own Intellectual Property

Intellectual property created by an employee where there is significant use of Averett resources and/or there is an outside sponsor (not under the control of Averett but under the auspices of an Averett grant) that contractually shares intellectual property constitutes joint works whereby Averett may assert co-authorship and thus co-ownership of the intellectual property.

Significant use of Averett resources excludes facilities, equipment, and/or other resources routinely used in the regular performance of academic duties or specialized facilities or equipment used for brief periods of time or limited use, e.g., for exploratory tests. Significant use includes Averett specialized facilities and equipment outside of the expected use deriving from regular teaching and professional activities, dedicated assistance from Averett employees, special financing, and/or extensive use of shared facilities.

An outside sponsor providing resources under conditions of a grant, contract, or agreement shall be entitled to co-ownership of the intellectual property pursuant to said grant, contract, or agreement. In addition, Averett shall be given the right to review said grant, contract, or agreement and assess whether Averett has an interest in asserting co-ownership of the intellectual property. This is especially the case when ownership of intellectual property by an outside sponsor would remove the knowledge created from general distribution, such as in development of proprietary information. Where no obligation to convey rights to the outside sponsor exists, all rights revert to the author or creator of the work, subject to the terms of this policy.

If intellectual property is to be shared by Averett, such an arrangement must be agreed to in writing and in advance. In the case of an outside sponsor, the intellectual property is to be shared pursuant to said grant, contract, or agreement. In the case of an outside sponsor which is a government grant or contract, the government may secure the right to reproduce and use works for government purposes.

Examples of “joint works” include but are not limited to:

- a. *Outside sponsor with asserted claim:* A nontraditional business student authors an integration project in partial fulfillment of the Averett bachelor degree requirements. The student’s project addresses trade secrets or proprietary information of potential value to his employer. The employer awards funds for travel and specialized software, which the student uses in consultation with an Averett professor. Both student and professor are barred by terms of the award from disclosing or publishing research results without permission of the student’s employer. Averett has reviewed the terms of the award and, finding that no interests of the University or the general public will be compromised, has approved this arrangement. The intellectual property is co-owned by the outside sponsor and author.
- b. *Outside sponsor without asserted claim:* Averett’s Education Department receives a grant from a regional foundation to develop teaching methodologies in special education. The conditions of the grant do not assert any intellectual property of the regional foundation. Averett has reviewed the terms of the award and, finding that no interests of the University or the general public will be compromised, has approved this arrangement. The research is successful and demonstrates significant benefits for children in Danville and Pittsylvania County. A professor in the Education Department, a grant participant, subsequently authors curriculum materials utilizing the research outcomes and crediting the sponsoring organization. As publication rights were not negotiated under terms of the grant and as knowledge cannot be copyrighted, the intellectual property for publications emanating from the research is owned by the author.
- c. *Outside sponsor is government agency:* The department of Biological and Physical Sciences receives a federal grant to promote ecological restoration of the Dan River Basin. Averett students and Faculty gather field data and author pamphlets and educational materials intended for secondary school students and the general public. Publications authored under terms of the grant are distributed by government agencies and cannot be copyrighted. Students and Faculty are, however, free to use the knowledge gained from their research to publish subsequent, copyrighted materials.

2.4 Transfer of Intellectual Property

Intellectual property voluntarily transferred from author/owner to Averett, in whole or in part; shall be documented in writing and executed by author/owner and by the president of Averett.

3. Use of Intellectual Property

Materials created for ordinary teaching use in the classroom and in department programs, such as syllabi, assignments, and tests, shall remain the property of the author, but Averett shall be permitted to use such material without charge for internal instructional, educational, and administrative purposes, including satisfying requests of accreditation agencies and soliciting contributions from University sponsors.

When submitting work for publication, members of the Averett community are encouraged to

assign rights to Averett for educational and administrative use of their work, thereby ensuring without charge educational benefits to Averett students through courseware and library reserves, and facilitating compliance documentation for accreditation.

Averett further encourages authors to consider publishing their work in open access and open data repositories, promoting scholarly communication through cost-effective access by scholars and libraries.

4. Notification of Intellectual Property

It is the obligation of the author/owner of intellectual property to notify the vice president for academic affairs and student success if Section 2 of this policy may be applicable. Averett will determine on a timely basis if the intellectual property is a joint work and whether Averett will assert a claim of co-ownership.

It is the obligation of Averett employees entering into contractual arrangements for the production of intellectual property that may be governed by Section 2 and assign or may assign rights to an outside sponsor or third party to notify Averett and permit Averett to review the contract and its terms.

5. Distribution of Funds Generated from Intellectual Property

Funds received by author/inventor from the sale of intellectual property owned by the author/inventor shall be allocated and expended as determined solely by the author/inventor. Funds received by Averett from the sale of intellectual property owned by Averett shall be allocated and expended as determined solely by Averett.

Funds received by author/inventor and by Averett from the sale of intellectual property owned jointly by the author/inventor and Averett shall be allocated and expended in accordance with a written agreement specified in advance.

Funds received by multiple joint owners from the sale of intellectual property owned jointly by multiple owners shall be allocated and expended in accordance with a written agreement specified in advance.

6. Resolution of Emerging Issues and Disputes of Intellectual Property

As future legislation, technological advances, and/or individual disputes between author and Averett over ownership of intellectual property rights arise, such issues shall be addressed by an ad hoc committee convened for such purpose, made up of four persons named by Averett Academic Policies Committee, four persons named by Averett administration, and one person named by eight members previously selected to serve as chair.

In the case of a dispute, the ad hoc committee will take the form of findings of fact, conclusions, and a recommended resolution. The findings of fact, conclusions, and recommendations must be based solely on the hearing record, pertinent Averett policies and

procedures, and the law. The committee's recommended resolution shall be made to the president of Averett who will decide on ownership of the intellectual property. Any appeals will be addressed per the Averett grievance procedures.

9.3 Library Collections

Library Mission and Purpose of Collections Policy

Blount Library advances the curriculum, research, and reading interests of Averett students with scholarly and professional sources, reference consultations, and instruction.

The library strives to maintain actively used collections supporting academic programs, independent reading, and research. Sources for assignments and student research have highest priority, followed by reading beyond the curriculum and Faculty research.

Responsibility for Collections

Collection development and management are the responsibility of academic liaison librarians (all library Faculty) in consultation with the Faculty Library Committee and academic program representatives.

Librarians welcome student and community recommendations for collections, including titles to acquire for “coffee talk” discussions.

Funding

The library receives annual budget allocations for books, serials and reference databases. Allocations are not specified by academic program, but encumbered based on actual requests, with special attention to new and developing curricula. (Recent examples include athletic training, nursing and chemistry.)

Endowed funds (the Mary C. Fugate Library Fund, William and Cathryn Rickman Funds, and Conwell Anderson Fund) also support collection development.

Collection development is ongoing, with requests to be funded from the materials budget due by March 31. From March through June, requests for books and media required for summer sessions or fall semester courses can generally be acquired with endowment income.

Books and Media

Averett University has a tradition of book and media selection by academic program Faculty, coordinated and supplemented by liaison librarians. Librarians accept and encourage requests in any legible format, including annotated catalogs, electronic communications, and [web form](#).

The library subscribes to [Choice Reviews Online](#), which Faculty may access directly or elect to receive as monthly current awareness and/or year-end “Outstanding Academic Titles” lists from a liaison librarian.

Bundled e-book subscriptions include Ebrary Academic Library, Credo General Reference,

Oxford Reference, APA PsycBooks, and Springer Behavioral Science. Where the library licenses an e-book for the same edition, Faculty may also order a print copy. The library rarely acquires multiple print copies. Library collection development and interlibrary loan policies exclude textbooks. Blount Library coordinates with the Student Success Center and academic programs (notably education and nursing) to assist students with access to required course and test prep materials.

Librarians have considered various patron-driven-acquisitions and educational e-video services, but find direct selection and discrete collections to be more appropriate and cost effective, given limited funds and varied scope of the curriculum, which includes nursing, equestrian studies, and aeronautics.

The books allocation covers print books, e-books and physical media, enabling each program to achieve an appropriate balance of sources. The allocation for research databases funds streaming media licenses for specific disciplines (American history, music, nursing, and theatre). Open access streaming media sources are frequently referenced on research guides.

Journals and Research Databases

As of Spring 2016, the library maintains 103 print journal subscriptions, and licenses more than 32,800 e-journals, nearly all in bundled databases, and a few as direct electronic subscriptions. The latter include journals supporting athletic training. Requests for new journal subscriptions are forwarded from the academic program to the liaison librarian, who consults with the digital resources librarian and library director regarding potential impact/volume of use, access and cost. Interlibrary loan data are considered in this analysis.

Liaison librarians coordinate selection and retention of database subscriptions with academic departments. Proposals may also originate with the Faculty Library Committee. (A recent example is JSTOR.) Reference databases are licensed directly with vendors, through LYRASIS, and through the Virtual Library of Virginia (VIVA). The latter offers jointly funded “core” resources selected by Virginia independent colleges and universities from all VIVA contracts, and optional “cafeteria” choices with consortium pricing negotiated on behalf of public and private institutions.

Performances and Images

In response to requests from the Music Department, the library licensed the Classical Music Library from Alexander Street Press in 2006.

With assistance from an Andrew W. Mellon grant shared by eight Virginia independent colleges and universities, the library licensed the ArtSTOR database of images and metadata in 2008.

On behalf of the Theatre Department, the library licensed Digital Theatre Online Plus, a database of live-recorded theatrical performances and study-teaching aids in 2014.

Archives and Special Collections

See the collection development policy at: <http://discover.averett.edu/archives>

Gifts and donations

Blount Library accepts gift books supporting academic programs and reading beyond the curriculum from affiliated individuals, including current and retired/emeriti Faculty. Volumes not added to the collection may be shipped to Better World Books or donated to another organization.

The library can accept gifts that require special housing, organization, or security (archives, artifacts, and manuscript collections) only when funds and space are available to curate them.

Collection Analysis and Management

Prior to 2010, Blount Library conducted periodic inventories and spot weeding. Concerns regarding the relevance and currency of holdings — which included limited runs of bound periodicals, moribund reference volumes, and decades of popular fiction received as gifts — drove a comprehensive collection analysis comparing catalog holdings to *Resources for College Libraries* with Bowker Collection Analysis (2011-2014). Over 14,000 titles were deaccessioned and approximately 1,000 recommended titles were added.

Beginning in 2015, the library employed OCLC WorldShare Management Systems analytics to review collections in all formats by academic program. These snapshot evaluations will continue at the initiative of liaison librarians and their academic departments for accreditation reviews, new courses, deaccessioning, and updating holdings.

Current analytics reveal a growing percentage of digital holdings (67 percent of all monograph and serial/continuously updating titles in Fall 2015) and predominance of e-books for recent years of publication. Though resources in all formats are integrated in WorldCat Local (Discovery migration pending), several other considerations arise from these findings:

- Are students and Faculty aware that e-books predominate and how to find them?
- Are e-books from multiple vendors readable on students' preferred devices?
- Do bundled e-books (predominately Ebrary) and e-journals deliver the right content for Averett's diverse academic programs and student learning objectives?
- If not, what strategies are needed to fill gaps, and should these sources be acquired in print or digital format?

Preservation

Evaluation and preservation of subject collections is the responsibility of circulation services and liaison librarians, in consultation with technical services. Items in need of repair are addressed by technical services in-house or at the bindery. Items beyond repair are evaluated by the liaison librarian for replacement cost and value in the collection. Contaminated (e.g., moldy) items are isolated and evaluated on detection.

Blount Library has a perennial issue with high humidity in lower level book stacks during summer months, with average humidity above 60 percent. Mold on that floor periodically affects collections in criminal justice, law, education, music, art, literature, math, and sciences.

Long-term resolution will require ongoing attention to ventilation, HVAC, and moisture control.

Deaccessioning

When feasible, volumes removed from print collections are shipped to Better World Books. Alternatives include library book sales and donation to local charitable organizations.

Policy Creation and Revision

Collection development policy was previously communicated to the University community through a general policies document. In 2015-2016, library policies were formalized as *Access Policy* and *Collections Policy*. Both policies are available on the library orientation web guide: <http://discover.averett.edu/learn>. Procedures set forth in the policies are not mandatory.

The *Collections Policy* is implemented by librarians, in consultation with academic program representatives, and can be amended by consensus of library Faculty with subsequent review by the Library Faculty Committee. The library committee endorsed the *Collections Policy* on March 30, 2016.