Emerging Eminence

FACULTY HANDBOOK

Foreword

This Faculty Handbook provides information and guidance on Edward Waters University's mission, goals, organization, policies, and operational procedures for faculty and administrative offices. In this Faculty Handbook, you will find guidelines for decision making, reporting requirements and reporting protocol, and expectations for faculty and academic administrators that will facilitate harmony and uniformity in the University's day-to-day operations. This document contains services, policies, regulations, and procedures for faculty, academic units, and divisional offices. This document is intended for deans, department chairs, academic faculty, program directors and coordinators. Any employee who does not have faculty rank or an academic assignment will be governed by the services, policies, regulations, and procedures found in the Edward Waters University Employee Handbook. This document should be read and used as a complement to the University's Employee Handbook and Policies and Procedures Manual.

This Faculty Handbook addresses the shared and distinct responsibilities of faculty, administration, and the Edward Waters University Board of Trustees related to campus governance, effective teaching, quality research, and constituent services. Faculty must adhere to all Edward Waters University procedures, policies, and processes applicable to university personnel. In the event of a conflict between an Edward Waters University procedure or policy and the Handbook, the Edward Waters University procedure or policy shall prevail. The Faculty Handbook does not constitute a contract of employment. The employment relationship between a faculty member and the University is governed by a written agreement/letter of appointment unless otherwise expressly stated in the written agreement or letter of appointment.

While every effort has been made to ensure that the information presented is accurate and current at publication, the reader is reminded that all details, policies, and procedures are subject to change at the University's sole and exclusive discretion. The Faculty Handbook contains policies approved by the Board of Trustees and will be revised to reflect Board approved policy changes as they become effective. The document will be reviewed at least every two years or as necessary to reflect changes in university policies, procedures, and practices. Proposed modifications in policies and the introduction of new policies often occur as a result of conformity to new criteria in accreditations, changes in state and federal laws, standards for institutional effectiveness, recommendations in academic best practices, recommendations for institutional improvement emanating from faculty, students, as well as other University stakeholders, the Faculty Senate. All Policies are set by the Board of Trustees; therefore, changes in such require final approval by the Board of Trustees. When policy changes are enacted by the Board of Trustees, they are effective immediately unless otherwise specified in the board-approved policy. If an off year, a new approved policy will be sent to all faculty via e-mail as an addendum to the Faculty Handbook.

As a result of the aforementioned, from time to time, a revision of the handbook will be necessary to ensure that it is current. The protocol of revision of the handbook is prescribed below:

1. The revision of the Handbook will be initiated by the Provost and Senior Vice President for Academic Affairs or his/her designee. A Faculty Handbook Task Force was established for the sole purpose of updating the Faculty Handbook to ensure that the Handbook reflects the University's most current organizational structure and practices; provides adequate descriptions of central administrators and of key academic personnel; includes those policies enacted between publications; conforms to regional accreditation standards; conforms to state and federal guidelines, as appropriate; presents academic policies and procedures of particular interest to faculty, details regulations and policies governing faculty to include, but not limited to rights, responsibilities, and expectations for the attainment of tenure and post-tenure status; and delineates current employee benefits.

2. The Faculty Handbook Task Force will be comprised of the following:

    A. The Faculty Senate President;
    B. One faculty representative at the rank of Associate Professor or Professor from each department.
    C. The chair will be appointed by the Provost and Senior Vice President for Academic Affairs or his/her designee;
    D. The Provost and Senior Vice President for Academic Affairs will serve as an ex-officio member of the committee.

3. The Provost and Senior Vice President for Academic Affairs will notify deans, chairpersons, and faculty of the establishment of the standing Faculty Handbook Task Force, publish the list of Committee members, and invite and encourage faculty to provide input for the Handbook (e.g. commentary, with rationale and proposed modification(s), on any policies that are unclear or ambiguous, any outdated policy that conflicts with discipline-specific accrediting standards and concerns regarding the inclusion or exclusion of a policy impacting faculty welfare) through their respective departments.

4. Proposed revisions reviewed and/or drafted by the Faculty Handbook Task Force will be disseminated to the faculty through Faculty Meetings. The following reviews and approvals are required when components of the most current Handbook being revised constitute a new policy or modification of an existing policy:

    A. Review and/or recommendation of the University and Academic Review Committee, as appropriate;
    B. Review, approval, and recommendation of the Provost and Senior Vice President for Academic Affairs;
    C. Review, approval, and recommendation of the University President; and
    D. Review and approval of the Board of Trustees.

SECTION 1: INTRODUCTION

The Faculty Handbook provides an overview of the history and administrative structure of Edward Waters University (EWU). It also presents various processes and procedures to support faculty members in their academic, administrative, or research roles and responsibilities. As policies and procedures change, the most current information will be available on the Division of Academic Affairs website.

The Faculty Handbook is a supplement to the Employee Handbook. Edward Waters University's general employment policies, as set forth in the Employee Handbook, also apply to all faculty members (except for any Employee Handbook policies that explicitly exclude faculty). If you have any questions or concerns about the policies and procedures in the Faculty Handbook or the Employee Handbook, please address your specific question or concern to the Division of Academic Affairs or Office of Human Resources.

This Faculty Handbook supersedes all previously issued faculty handbooks and inconsistent verbal or written policy statements. Edward Waters University reserves the right to revise, delete, and add to the provisions or policies described in this Faculty Handbook, which must be in writing and signed by the President. Neither this Faculty Handbook nor any other EWU document confers any contractual right, either express or implied, nor does it guarantee any fixed terms and conditions of your employment.

The term "faculty" is comprised of all persons having appointment for the direct academic instruction to students. This includes full-time and part-time faculty members who are ranked as instructor, assistant professor, associate professor, or professor and administrative faculty such as deans, chairs, directors, and librarians. This handbook presents the academic organization of the University, including an explanation of the processes by which faculty participate in shaping and fulfilling the University's mission. Also included are employment policies, procedures, and benefits pertaining exclusively to the faculty. Additionally, some of the policies and procedures described in the Faculty Handbook apply only to specific faculty members as the text will reflect.

1.1 HISTORY OF THE UNIVERSITY

Founded in 1866 by members of the African Methodist Episcopal Church (AME), Edward Waters University (*formerly Edward Waters College*) is distinctively the state of Florida's first independent institution of higher learning and Florida's first institution established for the education of African Americans.

Edward Waters University (EWU) began as an institution founded by African Americans, for African Americans. In 1865, following the Civil War, the Reverend Charles H. Pearce, a presiding elder of the African Methodist Episcopal (AME) Church, was sent to Florida by Bishop Daniel Alexander Payne. Observing the fast-paced social and political changes of the Reconstruction Era, Rev. Pearce immediately recognized the need for an education ministry, as no provision had yet been made for the public education of Florida's newly emancipated African Americans. Assisted by the Reverend William G. Steward, the first AME pastor in the state, Pearce began to raise funds to build a school.

In 1866, EWU was initially named "Brown Theological Institute" by Rev. William G. Steward, the first AME pastor in the state. In 1874, the institution's name changed to Brown University. The school experienced some financial difficulties and was forced to close for nearly a decade. In 1883, the school reopened under the name of "East Florida Conference High School" and later, "East Florida Scientific and Divinity High School" under the direction of Rev. William Preston Ross. Within a decade, the educational program was extended and in 1892, the school's name was changed to Edward Waters College (EWC; Figure 1) in honor of the third bishop of the AME church.

Figure 1:
Bishop Edwards Waters

Through the years, EWU has withstood the test of time. In 1901, the City of Jacksonville was destroyed by fire and EWU was reduced to ashes. In 1904, the Board of Trustees purchased the present site of the school on Kings Road with the imperative from Bishop M. B. Salter that EWU should be rebuilt.

The school was first accredited as a junior college in 1955 under President William B. Stewart, and by 1960 the University had restored its four-year curriculum. In 1979, the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) accredited the College as a four-year institution and the University remains accredited by SACSCOC.

With a history beginning in the dark yet hopeful days of Reconstruction, today's EWU is living, thriving proof of the power of education and the resilience of deeply rooted educational institutions. Under the continued visionary leadership and direction of great Bishops of the AME Church and twenty-nine focused presidents, Edward Waters University was indeed "rebuilt."

On July 16, 2018, Edward Waters College Board of Trustees, unanimously elected Dr. A. Zachary Faison, Jr. as the 30th president of EWC in Jacksonville, Florida. Dr. Faison is a visionary and prolific higher education leader having set an audacious vision for EWC as a destination institution of *Emerging Eminence.* President Faison has led in the development and implementation of an exceptional strategic plan and agenda for the institution, titled *Eminence 2025*. Under the leadership of President Faison, the institution has undergone a dynamic and historic transition being authorized in June 2021, by its accrediting body, the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), to move from a baccalaureate to master's level degree-granting entity, thereby ascending from Edward Waters College (EWC) to Edward Waters University (EWU). This significant achievement resulted in Dr. A. Zachary Faison, Jr. becoming the First President and Chief Executive Officer (CEO) of the Edward Waters University.

With a distinguished higher education lineage spanning over 155 years, EWU is primed to continue its Emerging Eminence as a premier urban, private, Christian, Historically Black, and Liberal Arts University offering high-quality academic programs.

1.2 MISSION STATEMENT

Edward Waters University is a Christian, Historically Black, urban liberal arts institution that offer quality academic programs. The University strives to prepare students holistically to advance in a

global society through the provision of intellectually stimulating programs, and an environment that emphasizes high moral and spiritual values in keeping with the African Methodist Episcopal Church. Edward Waters University seeks to develop excellence in scholarship, research, and service for the betterment of humanity.

1.3 VISION STATEMENT

Edward Waters University will become a national model for a dynamic, globally diverse learning-centered community that champions academic excellence through innovative teaching and learning strategies undergirded by a spirit of servant leadership.

1.4 CORE VALUES STATEMENT

Edward Waters University values sustaining the principles of academic excellence, scholarship, research, and community service by exemplifying integrity and accountability in our scholarly and human service pursuits. We dedicate ourselves to sustaining values that uplift and ethical principles that edify, as demonstrated by the following core values:

- *Christian Principles* – Ethics and doctrines predicated on the African Methodist Episcopal (AME) Church theology "GOD our Father, CHRIST our Redeemer, MAN our Brother."

- *Excellence* – Superiority, eminence, distinction, and quality in scholarship, leadership, and citizenship.

- *Social Responsibility* – Embracing a burden of obligation to collective society, both the immediate as well as the global.

- *Civic Engagement* – Dedication to addressing issues of public concern.

- *Cooperation* – Fostering the concept of teamwork as a means to success.

- *Customer Service* – Employing the Biblical tenet Matthew 7:12; "Therefore all things whatsoever ye would that men should do to you, do ye even so to them: for this is the law and the prophets."

- *Professionalism* – Practicing proficiency, skill, and expertise in all that we undertake.

- *Student Engagement* – Cultivating within our students a thirst for education, a desire for higher-level thought processes, and a willingness to persevere despite challenges.

- *Scholarship* – Creating a culture of erudition through a nurturing spirit.

- *Diversity* – Endeavoring to celebrate the uniqueness of all cultures with appreciation and understanding.

1.5 INSTITUTIONAL STRATEGIC GOALS (2020 – 2025)

Eminence 2025: A Dynamic Vision for the Edward Waters of the Future

Goal I: Enhance the academic profile of Edward Waters University by comprehensively inaugurating a competitive 21st century academic program of superlative excellence.

Goal II: Create financial viability through the development and implementation of a sustainable and progressive institutional business model.

Goal III: Foster a genuine student-centered culture essentially rooted in student leadership and development, student success and service, and student engagement and achievement.

Goal IV: Engender a culture of institutional philanthropic support and establish the Edward Waters brand as a best-in-class institution of distinction and emerging eminence.

1.6. ACCREDITATION STATEMENT

Edward Waters University Statement on Accreditation
Edward Waters University is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award baccalaureate and master's degrees. Edward Waters University also may offer credentials such as certificates and diplomas at approved degree levels. Questions about the accreditation of Edward Waters University may be directed in writing to the SACSCOC at 1866 Southern Lane, Decatur, GA 30033-4097, by calling (404) 679-4500, or by using information available on SACSCOC's website: (www.sacscoc.org).

SECTION 2: UNIVERSITY ORGANIZATIONAL STRUCTURE

2.1 BOARD OF TRUSTEES

The Faculty Handbook and all policies and procedures contained in the Handbook are subject to the approval of the Board of Trustees (the Board") and any conflict in this handbook with the Board policy contained in the Board Bylaws and Operating Procedures, official Board minutes and other pronouncements of the Board (collectively, the "Board Rules and Policies"), or applicable federal, state or local law, shall be resolved in favor of the Board Policies or applicable law.
Edward Waters University is governed by a Board of Trustees. Final authority over Edward Waters University is vested in the Board of Trustees, the chief governing and policy-making body of the University. The Board of Trustees retains the full legal and organizational authority to govern the functioning of the University through the administrative structure set forth in the Bylaws and Operation Procedures. In pursuance of its responsibility, the Board of Trustees may delegate authority and responsibility to the University administration and faculty, as it deems appropriate.

2.2 PRESIDENT

The Board of Trustees appoints the President as the Chief Executive Officer of the University, whose primary responsibility is to the institution and provides general supervision, direction, and control of the University's business. The President reports directly to and is reviewed by the Board of Trustees. The President has sole authority and discretion to appoint the members of his/her Cabinet. The President employs the Provost and Senior Vice President for Academic Affairs, Executive Vice President, Chief Operating Office, and Vice-Presidents to assist with the planning and implementation of the University. The President has primary authority for the business and academic affairs of the University but may delegate his authority to members of his Cabinet.

President's Cabinet
The President's Cabinet is comprised of the

- President and CEO;
- Provost and Senior Vice President for Academic Affairs;
- Executive Vice President and Chief Operating Officer;
- Vice President of Finance Administration and Business Innovation;
- Vice President of Student Success and Engagement;
- Vice President of Enrollment Management and Strategic Matriculant Services;
- Vice President for Institutional Effectiveness, Operations Systems Management and Process Optimization;
- Vice President for Institutional Advancement, Development, Marketing, and Communications; and
- Associate Vice President and Director of Intercollegiate Athletics.

The ***Vice President of Finance Administration and Business Innovation*** heads Student Accounts, Payroll, Accounts Receivable, Maintenance, Information Technology Services, and Food Services.

The ***Vice President of Student Success and Engagement*** leads student activities, student affairs and other special topics. In addition, he/she collaborates with students, faculty, and staff to maximize the opportunities that directly support student learning and success. Student Success and Engagement creates opportunities to promote student development, while also promoting civic engagement and global responsibility. The Vice President oversees University Housing, the Counseling Center, the Student Union, Career Services, Student Activity Organizations, and student disciplinary actions.

The ***Vice President of Enrollment Management and Strategic Matriculant Services*** heads the Office of the Registrar, the Office of Admissions, and the Office of Financial Aid.

The ***Vice President for Institutional Effectiveness, Operations Systems Management and Process Optimization*** maintains direct leadership and operational oversight towards assuring the comprehensive development, implementation, and advancement of the University's strategic and operational plans.

The ***Vice President for Institutional Advancement, Development, Marketing, and Communications*** heads the Office of Alumni Affairs, Marketing, Communications and University Public Relations. This Vice President also manages annual giving and is the website manager.

The ***Director of Intercollegiate Athletics*** provides strategic leadership, development, supervision, and operational management of the University's competitive intercollegiate athletics program.

The Cabinet serves as the internal operations committee guiding the activities of the university as established by the President and CEO.

2.3 PROVOST AND SENIOR VICE PRESIDENT FOR ACADEMIC AFFAIRS

The Provost and Vice President for Academic Affairs (the "Provost") may act for the President in

his or her absence "or by clear delegation of authority from the President. The Provost and Senior Vice President for Academic Affairs is the chief academic officer and second ranking officer of the University, acting for the President in his or her absence. The Provost/Senior Vice President for Academic Affairs is charged with the responsibility of administering the teaching, research, and service functions of EWU. This charge is facilitated through both academic and community service programs. The Provost and Senior Vice President for Academic Affairs provides leadership to the division by working collaboratively with the Associate Provost for Academic Affairs. The Provost and Senior Vice President for Academic Affairs also serves as the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) Liaison.

There are three major departments within Academic Affairs that are responsible for the integrity and development of the University's curriculum:

1. Department of Business Administration and Computer and Information Science
2. Department of Communication, Arts and General Studies
3. Department of Natural, Social and Behavioral Sciences

2.4 ASSOCIATE PROVOST FOR ACADEMIC AFFAIRS

The Provost and Senior Vice President for Academic Affairs (the "Provost") has authority to select and hire the Associate Provost for Academic Affairs. The Associate Provost for Academic Affairs (APAA) works directly with the Provost and Senior Vice President for Academic Affairs. The Associate Provost for Academic Affairs oversees and gives leadership to all Academic Affairs operations and scholarly pursuits including oversight for the Quality Enhancement Plan (QEP). This individual works with the Deans and faculty members to oversee a) the academic curriculum in collaboration with the faculty, deans and chairs; b) the creation of new and current academic degree programs; c) the processes of faculty appointment, development, promotion and tenure; d) the establishment of all academic policies and procedures in concert with academic deans and department chairs; e) the reviews of all academic departments and units as well as the academic program; f) the leadership and implementation of the academic strategic plan; and g) the reaffirmation of the academic affairs accreditation efforts working closely with the Vice President for Institutional Effectiveness, Operations Systems Management and Process Optimization. The Associate Provost for Academic Affairs carries out the responsibilities of the Provost and Senior Vice President for Academic Affairs in their her/his absence.

2.5 ASSISTANT PROVOST FOR OPERATIONS AND ACADEMIC SUPPORT SERVICES

The Provost and Senior Vice President for Academic Affairs (the "Provost") has authority to select and hire the "Assistant Provost for Operations and Academic Support and Dean of Graduate Studies. The Assistant Provost for Operations and Academic Support and Dean of Graduate Studies oversees the day-to-day operations in Academic Affairs as it relates to enrollment, registration, advising, course scheduling, academic calendar, adjunct payroll, and issues of appeal for students. This position also oversees the Academic Support Services federal programs to include Student Support Services (TRiO) which addresses the needs of first-generation students and Upward Bound which provides fundamental support to high school students from low-income families with the goal to increase the rate of students complete secondary education, enroll in, and graduate from institutions of post-secondary education. The Assistant Provost for Operations and Academic Support Services and Dean of Graduate Studies also serves as the supervisor and liaison

for the University for the Community programs to include Schell-Sweet Community Resource Center and the New Town Success Zone, as well as the Accelerated Degree Programs. Finally, the Assistant Provost for Operations and Academic Support Services and Dean of Graduate Studies oversees and facilitates all University formal convocations including Commencement.

2.6 DEAN OF GRADUATE STUDIES serves as the administrator for all graduate programs within Edward Waters University. In collaboration with the Dean of Admissions, the Dean of Graduate Studies oversees the recruitment, admissions, registration, enrollment, monitoring and recording of the academic progress and awarding of degrees in graduate studies. The Dean of Graduate Studies works through the Dean of Arts and Sciences with the Department Chairs to support all graduate programs in an effort to broaden the graduate level offerings throughout the university.

2.7 DEAN OF ARTS AND SCIENCES

In the event of a vacancy, a search committee for this position shall be formed by the Provost which shall consist of two faculty members, two Department Chairs, the Associate Provost for Academic Affairs, the Dean of Graduate Studies and one additional member of the academic administrative staff. This search committee shall develop a selection process for reviewing the credentials of the candidates and for choosing the candidate the committee will recommend; that process must include at least one interview with each candidate. Within seven (7) days of completing the review process, the search committee shall make a written recommendation to the Provost for a preferred candidate, with reasons for its selection and appropriate supporting documentation. Thereafter, the Provost shall review the recommendation of the committee and, if the candidate is approved, the Provost shall send the President a hiring recommendation for the preferred candidate. If the candidate is not approved by the Provost or the President, the Provost shall inform the search committee that the recommended candidate has been declined and direct the committee to redo the search process. The Dean of Arts and Sciences is the intellectual and administrative leader of all academic programs, and the chief advocate for the mission, vision, and purposes of the academic programs. The Dean facilitates a spirit of collaborative leadership to support student success, to promote and strengthen high quality academic programs firmly rooted in the tradition of liberal, church- affiliated education, and to move the institution forward in its pursuit of quality, opportunity, equity, diversity, and inclusion. The Dean of Arts and Sciences will be expected to manage administrative functions for all academic departments, including setting strategic initiatives and participating in the long-term planning and policy-setting. Additionally, the dean will provide senior-level administrative leadership in areas of curriculum development, institutional assessment and improvement, human resources, faculty development and performance appraisals, budget and finance, and facilities planning and management. The Dean of Arts and Sciences will verify the adequacy of instruction and monitor academic integrity and progress.

2.8 DEAN OF DISTANCE EDUCATION AND LEARNING SUPPORT SERVICES

In the event of a vacancy, a search committee for this position shall be formed by the Provost which shall consist of two faculty members, two Department Chairs, the Associate Provost for Academic Affairs, the Dean of Graduate Studies and one additional member of the academic administrative staff. This search committee shall develop a selection process for reviewing the credentials of the candidates and for choosing the candidate the committee will recommend; that process must include at least one interview with each candidate. Within seven (7) days of completing the review process, the search committee shall make a written recommendation to the

Provost for a preferred candidate, with reasons for its selection and appropriate supporting documentation. Thereafter, the Provost shall review the recommendation of the committee and, if the candidate is approved, the Provost shall send the President a hiring recommendation for the preferred candidate. If the candidate is not approved by the Provost or the President, the Provost shall inform the search committee that the recommended candidate has been declined and direct the committee to redo the search process. The Dean of Distance Education and Learning Support Services works with the Instructional Designer to develop and design online learning materials such as lesson plans and content, learning objectives, and assessment tools for online courses. This individual supervises, coaches, and evaluates online faculty and staff; coordinates university-wide program planning for distance education, in consultation with appropriate governance committees, the Academic team, and management, coordinate evaluation and analysis of new learning technologies, advocates for adequate resources to support distance education, creates digital learning hubs - physical learning spaces at different locations around the Edward Waters University campus for onsite trainings. The Dean also ensures compliance with university, state and federal guidelines, regulations, and policies including, the National Council for State Authorization Reciprocity Agreements (NC- SARA), Title V, accreditation standards, copyright and intellectual property rights, and Section 508 of the Americans with Disabilities Act (ADA). He/she develops, monitors, and implements mandatory training, encourages the Learning Management System (LMS) administrator to maintain bi-weekly report on instructor participation to assure quality of instructional delivery, engagement, and adherence to measurable objectives in online learning environments. The Dean reviews and evaluates online programs for effectiveness and student / faculty satisfaction, analyzes existing online courses with a Quality Matters (QM) certified instructional designer to review them for quality standards, and promotes development and implementation of policies, procedures, strategic planning, and standards that support effective delivery of distance education instruction.

2.6 DEPARTMENT CHAIRS

An interview committee shall be selected by the Provost to select a Department Chair in the event of a vacancy in the position. You should determine the specific makeup of the committee [or it may be left to the discretion of the Provost] but we recommend it be comprised of at least two faculty members and an uneven number of academic affairs administrators. The committee shall engage in a search process and shall select a preferred candidate for the position. The search committee should communicate the identity of the preferred candidate to the Provost in writing, with specific reasons for the selection along with appropriate supporting documentation. The Provost shall review the recommendation of the committee, and if the candidate is approved by the Provost, the Provost shall submit a hiring recommendation to the President for approval. If either the Provost or the President declines to approve the candidate, the Provost shall inform the search committee that the recommended candidate has been declined and direct the committee to redo the search. A Department Chair subject to removal shall be notified of the removal by March 1 of the academic year in which removal has been initiated. The Department Chair for each academic department is responsible for daily operations and reports directly to the Dean of Arts and Sciences. This position is designated as a 12-month administrative position serving the University 50% teaching and 50% administrative duties. They are actively involved in the following: a) program delivery, growth, and discontinuance, b) identifying needed resources, c) faculty appointments, renewals, and promotions, d) course scheduling, e) evaluation of faculty, f) student and program level outcomes assessment, and g) academic standards. The Department Chair provide administrative guidance to faculty within the unit by conducting departmental meetings and working directly with program coordinators.

The University recognizes that the Department Chair holds a dual position as an administrator and as a faculty member. Department Chair have faculty rights and privileges. On completion of the assignment, the faculty member serving as Department Chair will return to their assigned department and position/tenure status held before the administrative appointment and their salary will return to their faculty base salary. Compensation for the Department Chair position will be determined will be based on years of experience as an administrator, degree credentials, and discipline and gain ultimate approval by the President. The faculty member who becomes the

Department Chair must recognize that during his/her time in the position, this Agreement will not cover or protect him/her in the role as an administrator. If the faculty member has a grievance during his/her tenure in the position of Department Chair, the member must follow the grievance procedures related to the University Employee Handbook for administrators and staff. A Department Chair may step down with 30-day notice and return to his/her position within the faculty rank. All rights and privileges as a faculty member of rank are retained as stipulated in this agreement concerning faculty at the University.

A Department Chair is defined as the head of the department or unit and supervises the other faculty members in the department. The Department Chair is selected through a search process and appointed by the administration of the University for each Department, based on the University's policies and procedures. The authority for the appointment and/or removal of a Department Chair is specifically delegated to the President and CEO based upon the review and recommendation of the Provost and Senior Vice President for Academic Affairs.

2.7 PROGRAM COORDINATORS

The Provost shall select a search committee for these positions in the event of a vacancy, which shall consist of no more than five (5) members. This committee shall interview at least two candidates for the position and review their credentials. Based upon the committee's interviews and review of credentials, the committee shall make a recommendation for a preferred candidate, along with specific reasons therefor, to the Department Chair of that respective Department. If the Department Chair approves the recommendation, he/she shall submit the recommendation to the Dean of the respective college for review and approval. If the Dean approves, he/she shall make a recommendation to approve the preferred candidate to the Associate Provost for Academic Affairs. If the Associate Provost approves the recommendation, he/she shall then recommend the appointment to the Provost/Vice President for Academic Affairs who may approve or decline the appointment. If the Provost approves, he/she shall make a hiring recommendation to the President who may approve or disapprove of the recommended hire. If any senior level administrator charged hereunder with reviewing and approving the recommended candidate declines to approve the hiring of the candidate, the Department Chair shall inform the search committee and direct them to redo the search process.

The Program Coordinator heading an academic/professional area at EWU is the designated leader and faculty administrative officer responsible for the effective and efficient operation of an academic degree program. The Program Coordinator is appointed by the Provost and Senior Vice President for Academic Affairs and functions within the overall policies, directions, and plans of the campus as a whole, and within the Department specifically. A Program Coordinator reports the Department Chair.

The Program Coordinator duties and responsibilities include leading the SACSCOC accreditation, conduct program evaluations, and organizing the Advisory Council. The Program Coordinator is also expected to establish and maintain a collegial, productive work climate, which ensures the academic integrity and curricular coherence of his/her area. The Program Coordinator assists the Department Chair, Dean of Graduate Studies, Dean of Arts and Sciences, Associate Provost for Academic Affairs and the Provost and Senior Vice President for Academic Affairs. Job duties may be modified by the Chair to fit the situation accordingly.

2.8 DIRECTORS

The Provost shall select a search committee for these positions in the event of a vacancy, which shall consist of no more than five (5) members. This committee shall interview at least two candidates for the position and review their credentials. Based upon the committee's interviews and review of credentials, the committee shall make a recommendation for a preferred candidate, along with specific reasons therefor, to the Department Chair of that respective Department. If the Department Chair approves the recommendation, he/she shall submit the recommendation to the Dean of the respective college for review and approval. If the Dean approves, he/she shall make a recommendation to approve the preferred candidate to the Associate Provost for Academic Affairs. If the Associate Provost approves the recommendation, he/she shall then recommend the appointment to the Provost/Vice President for Academic Affairs who may approve or decline the appointment. If the Provost approves, he/she shall make a hiring recommendation to the President who may approve or disapprove of the recommended hire. If any senior level administrator charged hereunder with reviewing and approving the recommended candidate declines to approve the hiring of the candidate, the Department Chair shall inform the search committee and direct them to redo the search process.

The Directors provide supervision and management to personnel in administrative programs such as the Center for Undergraduate Research, A. Philip Randolph Institute for Law, Race, Social Justice and Economic Policy, Honors College, Writing Center, the Quality Enhancement Program (QEP), Accelerated Degree Program, Health Disparities, Library, Student Support Services (SSS/TRiO), Upward Bound, New Town Success Zone, and the Schell-Sweet Community Resource Center serve as supportive resources for the division. The Directors report to the Associate Provost for Academic Affairs or the Assistant Provost for Operations and Academic Support.

2.9 FACULTY SENATE

The role of the Faculty Senate is advisory in nature, even though the President and Provost should consult with the Faculty Senate on a regular basis. The Faculty Senate may make recommendations to the Provost on academic matters and other matters of interest to the university community but the ultimate authority for approving academic policies shall be the President, who may delegate some or all of that authority to the Provost. All academic policies shall be subject to approval of the President and the Board and may not conflict with Board policy contained in the Bylaws and Operating Procedures, official Board minutes and other pronouncements of the Board (collectively, the "Board Rules and Policies"), or applicable federal, state or local law. The Faculty Senate has the vital function at Edward Waters University of ensuring active participation of faculty in all decisions related to academic policy. It is the responsibility of the Faculty Senate to formulate measures for maintaining a comprehensive educational policy, and for providing the forum to allow faculty to provide input to the administration on matters of interest

to the university community. The majority of the work conducted by the Senate is directed through University Standing Committees.

The Faculty Senate develops criteria for maintaining a comprehensive educational policy that maximizes the use of all intellectual resources at the University. The Senate defines University policies on academic matters, to include a) general studies requirements, b) admission, c) grading standards, and d) requirements for the awarding of degrees. The Senate may also develop opinions on any subject of interest to the University and adopt resolutions.

The composition, powers, and rules of the Faculty Senate are defined by its Bylaws. Please refer to the Faculty Senate Bylaws for more information regarding the Faculty Senate. Faculty Senate expectations and accountability measures required by EWU and Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), necessitate that faculty governance also occur at the university and departmental levels. Specifically, members of the Faculty Senate, including all faculty participants must serve on at least one University Standing Committee. In addition, the university promotion and tenure policies require that all departments have a representative to serve on the Promotion and Tenure Committee.

2.10 DIRECTOR OF HUMAN RESOURCES

The Director of Human Resources reports to the President and Chief Executive Officer and is responsible for facilitating the employment process as related to announcements, advertisements, interviews, personnel action forms, employment offers, and employment documents/contracts, as appropriate. Other duties of the Director of Human Resources include serving as the Affirmative Action/Equal Employment Opportunity Compliance Officer, preparing salary manifests, keeping employees abreast of personnel policies and procedures through the publication of Human Resources manuals, and maintaining and housing complete personnel files on non-exempt and exempt employees of the University.

2.11 UNIVERSITY REGISTRAR

The University Registrar, under the Division of Enrollment Management and Matriculant Services, maintains all student academic records, and ensures that graduation requirements are met. He/she works closely with the Division of Academic Affairs. The University Registrar oversees course registration, enforces academic policies, and analyzes transcripts for transfer students in accordance with department chairs, program coordinators and the university established guidelines.

2.12 UNIVERSITY ORGANIZATIONAL CHART

The Board of Trustees has the legal and exclusive statutory jurisdiction, power, and authority with regard to the supervision, management and control of Edward Waters University. This role is executed through the policy-making responsibilities of the Board of Trustees. The Board in turn employs a president as the chief executive officer and delegates to the President the responsibility for executing the policies developed by the Board in concert with appropriate University faculty, staff, and administrators. Through Board of Trustees policies and statutory authorizations, there is a clear and appropriate distinction in writing and in practice between the policy-making function of the Board of Trustees and the responsibility of the administration and faculty to administer and implement the policy. The primary

responsibility of the Board of Trustees is to set policy for the University and prescribe rates of tuition and fees. The Board also has the power to organize the University by appointing the President. The President shall appoint the faculty, staff, and officers of the University, and regulate, alter, and modify the organization of the University, subject to review and concurrence of the Board.

The organizational structure of the University adheres to the requirements of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) relative to delineation of responsibilities for policy and administration and clearly defines the legal authority and operating control for related foundations, other entities, athletics, and fundraising. The organizational structure also facilitates the accomplishment of the University's mission, goals, and vision as reflected in the University's Strategic Plan, Emerging Eminence 2025. Under the current organizational structure of the University, the ultimate legal authority for the University rests with the Board of Trustees with the President reporting directly to the Board and certain key administrative units/officers reporting to the President. The organizational structure provides for programs and functions relating to academics reporting to and through the Provost and Senior Vice President for Academic Affairs. The University's organizational chart shows the administrative hierarchy and structure of the institution. The University's organizational chart can be found below in Figure 2.

The Division of Academic Affairs is charged with the responsibility of administering the teaching, research, and service functions of Edward Waters University. This charge is facilitated through both educational and community service programs. The Provost and Senior Vice President for Academic Affairs is the Chief Academic Office (CAO) and provides leadership to the division by working collaboratively with the Associate Provost for Academic Affairs, the Assistant Provost for Operations and Academic Support Services, the Deans, and the Department Chairpersons.

There are three major departments within Academic Affairs: 1) Department of Business Administration and Computer and Information Sciences, 2) Department of Natural, Social and Behavioral Sciences, and 3) Department of Communications and General Studies. These departments are responsible for the integrity and development of the University curriculum and for recommending new faculty to fill vacant or new faculty positions via Departmental Search Committees. The Division of Academic Affairs' organizational chart shows the administrative hierarchy and structure of the unit and can be found below in Figure 3.

Figure 2: Edward Waters University's Organizational Chart

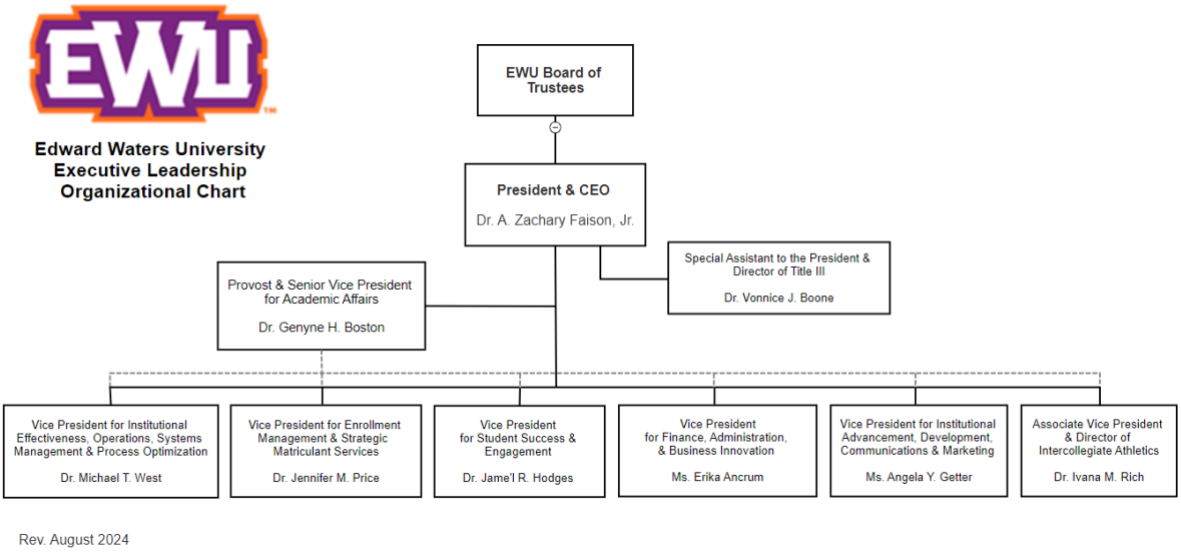
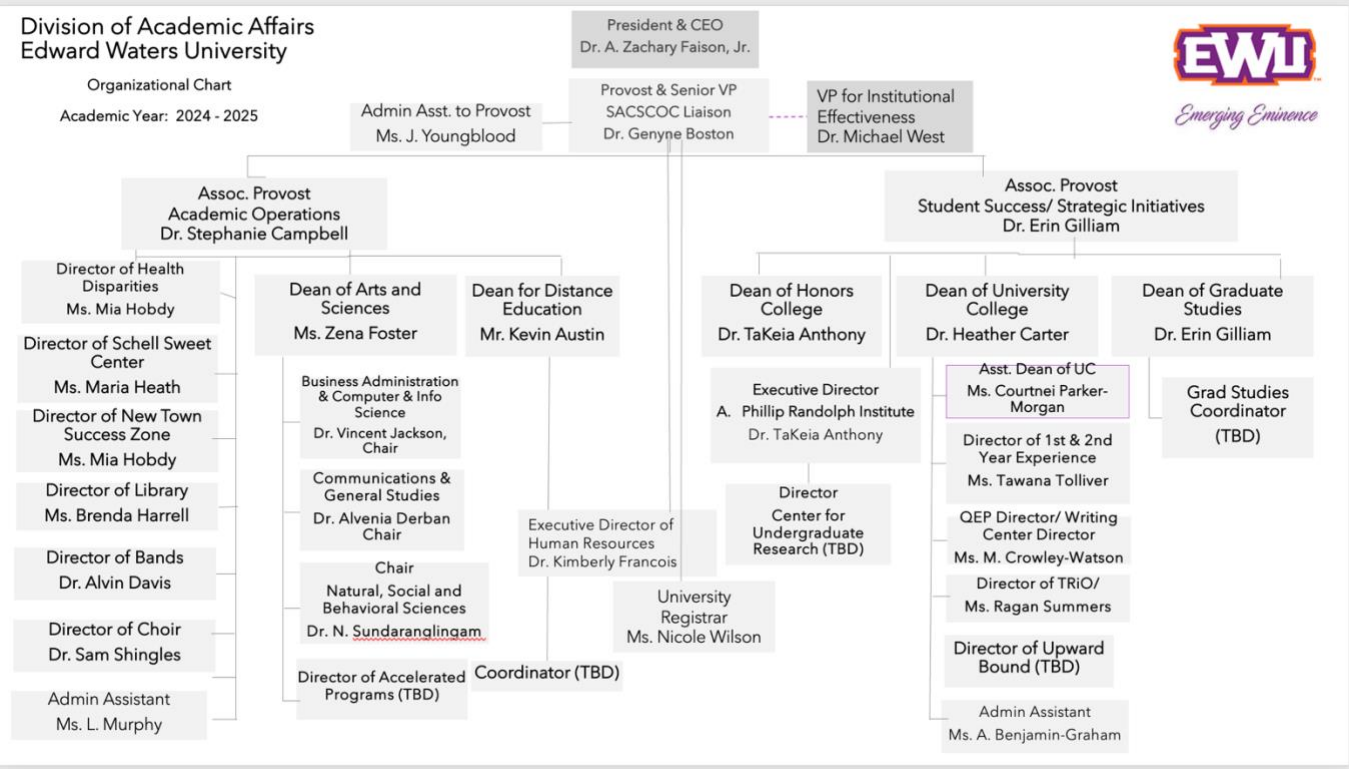


Figure 3: Division of Academic Affairs' Organizational Chart



SECTION 3: FACULTY RIGHTS AND ETHICAL RESPONSIBILITIES

The purpose of Edward Waters University is to promote the common good through the central functions of an academic community: teaching, research, and service. A successful academic community needs to be open to constructive criticism, willing to change, and committed to mutual respect, reasoned discussion, intellectual honesty, and freedom of inquiry and expression. There are certain rights and privileges that enable the faculty to perform their functions as the most enduring and stable of the University constituencies directly involved with the academic operation

of EWU, making them central to this community. There are specific responsibilities and duties associated with academic freedom and tenure, which are not available to everyone in society. In the following sections are important examples of rights and responsibilities associated with academic freedom, but they are intended to serve as illustrations and should not be considered exhaustive. Untenured and tenured faculty, as well as part-time and full-time faculty, are all protected by academic freedom and academic responsibility.

3.1 SHARED GOVERNANCE

The Board of Trustees is the chief governing and policy-making body of the University and in all instances retains the full legal and organizational authority to govern all functions of the University." Shared governance in higher education refers to structures and processes through which governing boards, administration, professional staff, faculty, and students participate in policy development and decision-making that affect the institution. While the governing board and administration of the institution are compelled to earnestly consider recommendations that emanate from university stakeholders, they are not required to accept or implement them.

3.2 ACADEMIC FREEDOM

A corollary of academic freedom is academic responsibility. Faculty members enjoy special positions that impose special obligations. As persons of learning and educational leaders, faculty members should show respect for the opinions of others and should clearly indicate when they speak officially on behalf of the University and when they do not. In addition, faculty members have a responsibility as teachers to speak accurately and with respect for the rights and responsibilities of others. The University agrees with the American Association of University Professors (AAUP) Statement on Academic Freedom and Tenure (1940):

- Institutions of higher education exist for the common good, not to further the interests of individual teachers or institutions. The common good depends on the free pursuit of truth and its free presentation.

- Both teaching and research require academic freedom. In order to advance truth, research freedom is essential. For the protection of the rights of teachers and students in their teaching and learning, academic freedom is fundamental. As a result, it carries with it duties that correspond to its rights.

- Tenure is a means to certain ends, specifically (1) freedom of teaching and research and of extramural activities, and (2) a sufficient degree of economic security to make the profession attractive to men and women of ability. Tenure is essential for an institution to fulfill its responsibilities to its students and society in order to maintain freedom and economic security.

- A teacher is entitled to freedom in research and publication, as long as other academic duties are adequately handled; however, research for monetary gain requires an understanding with the institution's authorities.

- It is the teacher's right to deliver instruction professionally in the classroom, but he or she should avoid introducing controversial issues that are unrelated to the subject

being taught.

- A college or university teacher is a citizen, a member of a learned profession, and an officer of an educational institution. As citizens, they should not be censored or disciplined by the institution, but they have special duties as members of the community. By their words, scholars and educational officers should remember that the public may judge their profession and institution.

The faculty should be accurate at all times, should exercise appropriate restraint, should respect other opinions, and should make every effort to indicate that they are not speaking for the institution.

3.3 PROFESSIONAL ETHICS

Edward Waters University concurs with the following statements derived from the AAUP Statement on Professional Ethics:

- Professors recognize the special responsibilities they have, guided by a deep conviction of what knowledge is worth and how to advance it. Their primary responsibility is to seek and state the truth as they see it. As a result, they focus their efforts on developing and improving their scholarly abilities. It is their responsibility to apply critical self-discipline and judgment when using, extending, and transmitting knowledge. It is important for them to practice intellectual honesty. While they may pursue subsidiary interests, these interests must never seriously hinder or compromise their freedom of inquiry.

- In their role as teachers, professors encourage students to pursue learning freely. In their disciplines, they hold their students to the highest standards of scholarship. In addition to respecting the student as an individual, they adhere to the proper role of intellectual guide and counselor. Their goal is to foster honest academic conduct and ensure that students' evaluations reflect their true merits. They respect the confidentiality of the relationship between professor and student. Students are not exploited for their private gain, and they acknowledge that they have provided significant assistance. The academic freedom of their students is protected.

- As colleagues, professors have responsibilities that are derived from their common membership in the community of scholars. They respect and defend their associates' right to free inquiry. They respect each other's opinions when exchanging criticism and ideas. In their professional judgment of colleagues, they strive to be objective and acknowledge their academic debts. As faculty members, they accept their share of institutional governance responsibilities.

- As members of their institution, professors seek to be effective teachers and scholars. Despite adhering to the institution's stated regulations, they are free to criticize and seek revision as long as they do not violate academic freedom. Considering their paramount responsibilities within their institution, they determine the amount and character of work they do outside their institution. When considering interruption or termination of their service, they recognize the impact on the institution's program and give due notice.

SECTION 4. FACULTY EMPLOYMENT AND APPOINTMENT PROCEDURES

4.1 GENERAL INFORMATION

Edward Waters University does not discriminate against any person because of race, religion, color, national origin, sex, age, marital status, disability, or any other reason prohibited by law.

The University utilizes the traditional channels of recruitment (employment services, professional and trade journals, the Internet, newspapers, technical colleges, and other post-secondary institutions). The official medium for posting all vacancy announcements is the University's website at **www.ew.edu.** Recruitment activities are centralized in the Office of Human Resources.

Applicants are screened and evaluated by supervisors or by search committees appointed by the President and/or Provost. Once the screening process has been completed, the name of the selected candidate will be provided to the Office of Human Resources. Notification to the applicant recommended for employment will be made by the Director of Human Resources.

Each applicant is considered on the basis of skills, knowledge, and abilities. Any evaluation criteria used to determine the qualifications of applicants seeking employment for a certain position will be used for the evaluation of all applicants seeking that position.

4.1.1 HOURS OF OPERATION

The University's administrative offices generally operate from 8:00 a.m. – 5:00 p.m., Monday through Friday, including the lunch hour, and may be extended during registration. Classes are scheduled to serve the curricular needs approved by the University and may be changed as appropriate in meeting these needs. The library and other University services will be open to meet the needs of the faculty and students on a regularly scheduled basis. Appropriate support units shall be available to accommodate faculty and student needs during all class hours.

4.2 FACULTY APPOINTMENTS

A basic appointment refers to the initial full-time appointment in an academic assignment where overload, release time, or other assignments may reduce the academic (teaching) duties. Full-time appointments with an annual assignment of fifty percent (50%) or more in an instructional program are eligible for tenure. All faculty members will receive one of the following appointments upon employment at the University:

A. ***Full-Time:*** Employment of an unspecified duration with no predetermined separation date.
B. ***Part-Time:*** Employment that is expected to continue indefinitely on a part-time basis. Employees are expected to work at least 20 hours but less than 35 hours per week and are not eligible to receive any fringe benefits.
C. ***Temporary:*** Employment on an as needed basis.

Joint appointments are those appointments between/among academic units and other units of the University. The holders of such appointments whose basic or initial assignments are with the instructional program may be considered for tenure, if the instructional assignment is at least fifty percent (50%).

Part-time faculty appointments, such as adjunct faculty, are those individuals who are employed less than 100% of the time by the University. These individuals are not eligible for faculty benefits. All administrative, untenured faculty, and non-tenured faculty appointments whether categorized as regular full-time, regular part-time, temporary, or otherwise may be ended by action of the employee or the University, with or without cause.

All faculty employment actions are processed through the Office of Human Resources. The Human Resources website and the Employee Handbook are excellent resources for faculty and administrative staff seeking up-to-date information relevant to their positions.

4.2.1 CURRENT FACULTY REAPPOINTMENT

Current faculty members are reappointed by the President upon recommendation of the Provost and Senior Vice President for Academic Affairs. Evidence of successful teaching, scholarly activity research and service will be the foremost criterion for reappointment, but commitment to the University's Mission will also be considered.

4.2.2 FACULTY CREDENTIALS

In accordance with the SACSCOC Comprehensive Standard 6.2.a "For each of its educational programs, the institution justifies and documents the qualifications of its faculty members." (The Principles of Accreditation: Foundations for Quality Enhancement Commission on Colleges, 2017 Edition)

The University seeks to maintain compliance with the Commission on Colleges' *Faculty Credentials Guidelines* as approved by the College Delegate Assembly, 2006 and updated for the revised principles in April 2018: "Faculty teaching general education courses at the undergraduate level: doctorate or master's degree in the teaching discipline or master's degree with a concentration in the teaching discipline (a minimum of 18 graduate semester hours in the teaching discipline). Faculty teaching baccalaureate courses [are required to have earned a] doctorate or master's degree in the teaching discipline or [a] master's degree with a concentration in the teaching discipline ([a] minimum of 18 graduate semester hours in the teaching discipline)." In rare instances, persons who achieve eminence in a field may be considered for a faculty appointment (e.g. Scholar/Artist-in-Residence). Appointments to teach at the undergraduate and graduate levels are primarily based upon consideration of the highest degree earned in the discipline. In order to teach on the bachelor's level, full-time and part-time faculty, must have a minimum of a master's degree or equivalent. An instructor of record is a credentialed faculty member who provides direct instruction to students, documents final assessments and grades, and is supervised within a discipline-specific unit.

To teach "graduate course work, full-time or part-time, [faculty must have] earned doctorate/terminal degree in the teaching discipline or a related discipline." (Commission on Colleges' *Faculty Credentials Guidelines* as approved by the College Delegate Assembly, 2006 and updated for the revised principles in April 2018). The verification of educational credentials (e.g. official transcripts, letter of application, work experience, licensure and certifications, as appropriate, curriculum vita, and letters of recommendations) are housed in the Division of Academic Affairs. Graduate teaching assistants are also to be hired in accordance with the Commission on Colleges' *Faculty Credentials.*

Edward Waters University's Board and Administration embrace the belief that the selection, development, and retention of both undergraduate and graduate faculty are of major importance to the educational quality of the Institution. Consequently, the policies of the

University are formulated to encourage and perpetuate the attainment of quality faculty, faculty growth, faculty participation in governance, and faculty security and academic freedom. Thus, appointments to the faculty and the promotion of the faculty reflect consideration of all SACSCOC criteria pertaining to faculty.

4.2.2.1 TENURE TRACK APPOINTMENTS

Tenure-track appointments may be assigned to faculty members who, because of professional achievement, have earned a doctorate or appropriate terminal degree and demonstrated their aptitude in tenure-track lines for becoming tenured members of the faculty. Only non-research track faculty with full-time appointments and permanent positions with an assignment of 50% or more in an instructional program are eligible for tenure-track appointments. Joint appointments are those appointments between/among academic units and other units of the University; holders of such appointments whose basic or initial assignments are with the instructional program (at least 50%) are eligible for tenure. All appointments prior to the awarding of tenure are probationary and governed by appropriate regulations. Faculty members at this stage are considered untenured.

At the beginning of the sixth (6^{th}) year of service and by August 31^{st}, tenure-track faculty at the rank of Assistant Professor or higher must submit application for tenure. If unsuccessful, the applicant shall receive a one-year terminal contract for the seventh (7^{th}) and final year of service at the University as a tenure-track faculty. It should be noted that tenure may not be granted at the rank of Assistant Professor or Instructor.

Tenured upon hire may be awarded to faculty members during the probationary period in accordance with University policy upon the approval of the President.

4.2.2.2 TENURE APPOINTMENTS

In rare circumstances, individuals may be granted tenure as a condition of employment. These individuals must meet the criteria for tenure as outlined in the University's tenure and promotion policies and have held tenure at the previous institution. Appointments with tenure are for regular full- time faculty with the academic rank of Associate Professor or higher and approved by the President. Tenure appointments include the assurance of continued employment for the academic year (indeterminate); however, such appointments are subject to termination for cause, the discontinuance of a program or degree by the University, per the closure of an academic program for non-viability/productivity or as a result of a declared financial exigency, as otherwise provided in detail herein.

4.2.2.3 NON-TENURE TRACK APPOINTMENTS

Non-tenure track faculty may be terminated upon three (3) weeks' prior notice, with or without cause. The term, if any, of a non-tenured faculty member will be stipulated in an Official Offer of Employment Notification or Appointment Letter and may be for any period of time, although the appointment may be terminated with three (3) weeks of notice as provided herein. Non-tenure track faculty are not eligible for tenure but are eligible for promotion. Non- tenured faculty members are at-will employees of the University who may be terminated upon three (3) weeks prior notice. The term, if any, of a non-tenured faculty member will be stipulated in an Official Offer of Employment Notification or Appointment Letter and may be for any period of time.

4.2.2.4 PART-TIME FACULTY APPOINTMENTS

Adjunct faculty appointments are limited to faculty who normally are practitioners in a profession whose main base is another institution. This title may also include retired professionals and retired faculty from Edward Waters University and other institutions.

An adjunct faculty pool houses unsolicited applications for potential adjunct faculty positions that may open on a term-by-term basis. For applicants to be allowed into an adjunct faculty pool, applicants must provide a completed application, a current CV, two official transcripts (one for the Office of Human Resources and the Office of Academic Affairs), other documents as defined and must pass all required background checks

4.2.2.5 VISITING FACULTY APPOINTMENTS

Visiting faculty appointments are limited to faculty who are normally based at another institution of higher education or who are normally employed with another agency but temporarily transfer from the home base to the University. The visiting title may be used with any of the professorial ranks. Visiting faculty appointed are limited to three years in the same faculty role.

4.3 ADMINISTRATIVE FACULTY

Administrative faculty members are administrators with faculty rank. This category of faculty may include the President, Provost, Vice Presidents, Associate Vice Presidents, Deans, and Chairpersons. Such appointments to faculty rank will be approved on an individual basis by the Provost and Senior Vice President for Academic Affairs and the President. These appointees must meet the requirements for rank as established in Section 4.12 of this handbook. Unless otherwise specifically approved, administrative appointments with faculty rank will neither constitute tenure nor tenure track status. Administrative appointees with tenure-track status are required to complete the tenure process from their academic unit during the appropriate probationary period, like all other incoming faculty of similar rank. Denial of tenure as a faculty member requires modification of faculty rank and/or appointment status, but not the administrative assignment which is at-will. Deans will have one hundred percent (100%) administrative duties and zero percent (0%) teaching/research duties. Chairs will have fifty percent (50%) administrative duties and fifty percent (50%) teaching/research duties. Compensation will be negotiated within the salary range for that position when the individual is reassigned to faculty, unless otherwise specified via written agreement. The salary will be commensurate with rank with consideration given to any potential increases, promotions, or adjustments.

4.3.1 REVERSION OF ADMINISTRATORS TO FACULTY RANK

In those instances, where an administrative appointee with faculty rank and tenure reverts to his/her faculty status, the salary shall be based on the current salary scale for a faculty of similar rank and years of service in rank, unless specified otherwise by written agreement. In those instances, where an administrative appointee with faculty rank and tenure reverts to his/her faculty status, the salary shall be based on the current salary scale for a faculty of similar rank and years of service in rank, unless specified otherwise by written agreement. The administrative appointee is eligible for a teaching position if one is available at the time of the reversion.

4.4 GRADUATE FACULTY

The Graduate Faculty is composed of those members of the general faculty of the University (*full-time teaching and/or research*) who have met the requirements based on academic qualifications, teaching of graduate courses, and research attested by scholarly publications or other proof of creativity, and professional excellence and appointed by the Dean of Graduate Studies. Applicants to the Graduate Faculty must hold the terminal degree in their teaching or research discipline and meet the relevant professional accrediting agency's faculty qualification standards, if any.

4.5 FACULTY RANK, APPOINTMENT, AND MINIMUM QUALIFICATIONS FOR EACH RANK

The terms and conditions of each initial appointment and of each reappointment to the faculty, including any special terms and conditions, shall be set forth in each written appointment. All faculty appointments are recommended to the President by the Provost and Senior Vice President for Academic Affairs. For each academic rank, the following minimum qualifications will be required.

4.5.1 INSTRUCTOR

To qualify for the rank of instructor, one must hold an earned master's degree from a recognized accredited institution, meet the relevant professional accrediting agency's faculty qualification standards, if any, and show definite promise of teaching ability. Teaching experience is preferred although not required. In very special circumstances, holders of the bachelor's degree in professional areas of instruction (e.g., art, music, and other four- (4) or five- (5) year professional degree areas) may be appointed to this rank. These candidates must have clearly established superior records in their area of instruction (e.g. research, the performing arts, or other specialized areas). The rank of instructor is not eligible for tenure-track.

4.5.2 ASSISTANT PROFESSOR

To qualify for the rank of assistant professor one must hold an earned doctorate or appropriate terminal degree in the area of specialization from a recognized accredited institution and have met the relevant professional accrediting agency's faculty qualification standards, if any. The candidate must show the ability to produce professional and scholarly contributions in teaching, creative work, and/or research as well as hold active membership in at least one learned society. When the initial appointment is the rank of tenure-track assistant professor, the probationary tenure-track term of up to six (6) academic years will be specified in the offer of employment based on the candidate's prior teaching experiences or the equivalent at the college or University level. By May 15th of the fifth (5th) year of the probationary appointment, the Division of Academic Affairs must notify the candidate of the requirement to apply for tenure and promotion in the next academic year. Candidates must apply for tenure and promotion at the beginning of the sixth (6th) year. For clarification in the Tenure and Promotion process, see the following sections in this handbook: Section 5.2: Faculty Tenure and Promotion. Tenure cannot be granted at the rank of Assistant Professor. Faculty not approved for tenure will be notified that their next year will be their terminal year

as a tenure track faculty. Both tenure and non-tenure track faculty members may apply or re-apply for promotion when they have met the minimum requirements for Associate Professor rank.

4.5.3 ASSOCIATE PROFESSOR

To qualify for the rank of Associate Professor, one must hold an earned doctorate or appropriate terminal degree in the area of specialization from a recognized accredited institution; meet the relevant professional accrediting agency's faculty qualification standards, if any, have five (5) years of successful teaching experience or the equivalent at the college or University level, have shown evidence of scholarly research and/or publications in his/her academic field and/or artistic activities or creative works; have provided effective service, and hold active membership in at least one learned society. When a faculty member's initial appointment by the institution is to the rank of tenure-track Associate Professor, the appointment is for a probationary term of up to four (4) academic years. By May 15th of the third (3rd) year of the probationary appointment, the Division of Academic Affairs must notify the candidate of the requirement to apply for tenure and promotion in the next academic year. Candidates must apply for tenure and promotion at the beginning of the fourth (4th) year. For clarification in the Promotion and Tenure process, see the following sections in this handbook: Section 5.2: Faculty Tenure and Promotion. Faculty not approved for tenure will be notified that their next year will be their terminal year as a tenure track faculty. Both tenure and non-tenure track faculty members may apply or re- apply for promotion when they have met the minimum requirements for the Professor's rank.

4.5.4 PROFESSOR

To qualify for the rank of professor, one must hold an earned terminal degree in the area of specialization from a recognized, accredited institution; meet the relevant professional accrediting agency's faculty qualification standards, if any, have acquired widely recognized eminence in a specific academic discipline or profession or have demonstrated superior scholarship, artistic activities, and/or creative works, professional ability and/or teaching competence; have active membership in at least one learned society in the field; show evidence of scholarly research and publication(s) in the field; and have ten (10) years of successful experience at the college or University level or equivalent experience. When a faculty member's initial appointment by the institution is to the rank of professor, the appointment is for a probationary term of two (2) years. For clarification in the Promotion and Tenure process, see the following sections in this handbook: Section 5.2: Faculty Tenure and Promotion. Faculty not approved for tenure will be notified that their next year will be their terminal year as a tenure track faculty.

4.5.5 ENGLISH AS A SECOND LANGUAGE (ESL)

All faculty must be able to communicate clearly and effectively in English. Faculty who have English as a second language are expected to demonstrate adequate proficiency in both written and spoken English to carry out their teaching obligations at the time of their initial appointment. As a part of the initial interview, all teaching faculty who have English as a Second Language must be approved by the University to determine their functional levels of spoken English.

If deficiencies in English language skills are noted during the faculty member's annual reviews, he/she shall be referred to seek professional development to assist with the intensive

instruction in oral communication skills including but not limited to pronunciation, informal and formal conversation, and oral presentation techniques. The Department Chair will determine the length of the remediation program and when the faculty member has developed adequate mastery of spoken English. Results will be, and are required to be, submitted to the University through appropriate channels.

4.6 FACULTY MEMBER SEARCH AND SELECTION PROCESS

The University actively and affirmatively places emphasis on the recruitment and screening of all applicants. The official medium for posting all vacancy announcements is the university website at www.ew.edu. The Offices of Human Resources and Academic Affairs shall maintain current and accurate records of all approved positions. Such listings must be used when requests to fill vacant positions are approved. Only approved positions will be processed for filling vacancies.

New full-time faculty members are appointed by the President upon recommendation of the Provost and Senior Vice- President for Academic Affairs and a faculty search committee. Every effort will be made to bring quality and diversity to the faculty. In this regard, evidence of successful teaching experience, scholarly activity research, and service are the foremost criterion. No person will be considered for full-time faculty employment unless that person holds at least a master's degree or its equivalent from a regionally accredited institution.

In most cases, the search and selection process is designated by the hiring official which includes a selection committee. The filling of any faculty position is subject to reconsideration whenever it becomes vacant. When a vacancy occurs, or is anticipated, the department chair or hiring supervisor is expected to ascertain from the appropriate authority whether the vacancy may be filled. If approval is granted, the chair may initiate a search to fill the position.

Departments should document their evaluation of each candidate. The Search Committee must secure reliable and detailed information on the prospective applicants so that decisions are based on the candidate's relative merits. The applicants reaching the final stages of the search will be invited to the campus for personal interviews with department faculty and appropriate officials. The department will document the evaluation of each candidate.

When an agreement has been reached regarding the best applicant for the position, a recommendation for appointment will be made by the department chair or other hiring supervisor to the Dean of Arts and Sciences (for undergraduate faculty) or to the Dean of Graduate Studies (for graduate faculty). The Dean of Arts and Science or Dean of Graduate Studies will then review and provide a recommendation to the Associate Provost for Academic Affairs. The Associate Provost for Academic Affairs will review and make a recommendation to the Provost and Senior Vice President for Academic Affairs or other appropriate administrative officer. All faculty appointments are subject to background checks. Departments should consult with the Office of Human Resources for guidance on the faculty recruitment and advertisement process.

4.6.1 FACULTY SEARCH COMMITTEE

A search committee will be established when filling approved faculty vacancies. The selection process shall follow the process below:

1. A search committee will be convened by the Dean of Arts and Sciences or Dean of Graduate Studies. A committee member must meet the relevant professional accrediting agency's faculty qualification standards, if any. The search committee may select a committee chair to delineate the roles and responsibilities within the search committee.
2. The search committee in cooperation with the Dean of Arts and Sciences or Dean of Graduate Studies is charged to establish selection criteria, assist with announcing and

advertising the position in a manner appropriate to the nature of the search, provide the opportunity for constituent groups to participate, review, and evaluate the credentials of the potential candidate(s). The search committee will create interview schedules to accommodate discussions with the Provost and Senior Vice President for Academic Affairs, Associate Provost for Academic Affairs, members of the search committee, individual faculty, students, and others as deemed appropriate to the nature of the search. The search committee will be authorized to continue its task until a suitable candidate is found.

3. Furthermore, the search committee is charged to list the top three (3) candidates as evaluated by the established selection criteria and submit a summary for each candidate's strengths and weaknesses to the appropriate unit administrator.

After the search committee has completed its charges, all documents must be returned to the Office of Human Resources. Upon approval of the recommendation by the President and/or appropriate Vice President, the Office of Human Resources will forward a Formal Notice of Employment to the successful candidate.

4.7 INTERIM AND ACTING APPOINTMENT

During the interim period, the administrative supervisor in concurrence with the President and/or the Provost and Senior Vice President for Academic Affairs may appoint someone as interim or acting in the vacant administrative faculty position when necessary after formal consultation with faculty. An interim appointee may be involved in the search, review and hiring processes to fill the vacant administrative position provided he/she has not applied for the position. Interim appointments by their nature are intended to be temporary and, as such, every effort should be made to fill the position on a permanent basis as soon as possible. Interim appointments should not exceed two (2) years except in extraordinary circumstances as approved by the President.

4.8 FACULTY WORKLOAD AND SCHEDULE

All faculty members teaching six (6) or more credit hours must maintain a minimum of ten (10) office hours per week during each academic semester. Faculty members teaching five (5) or fewer credit hours must maintain a minimum of five (5) office hours per week during each academic semester. It is understood that on occasions regarding activities such as recruiting, research, outreach, student activities etc. faculty members may be asked to perform activities beyond the normal University operating hours. All faculty/instructors who teach courses for credit will be evaluated for instructional performance. This includes adjunct/part-time personnel. In addition, faculty members are required to participate in spring commencement as well as Founder's day and Honor's day ceremonies.

The Provost and Senior Vice President for Academic Affairs or designee shall be responsible for the scheduling and assignment of all faculty members' professional responsibilities. The Provost and Senior Vice President for Academic Affairs or designee may modify scheduled assignments, provided that the department or unit head discusses changes with the faculty member before they are made and that changes are not made for arbitrary or capricious reasons. Faculty members may request to adjust schedules or assignments. Each faculty member must be fully engaged in teaching, research, and service work for the university to

the extent of his or her appointment and must be engaged in work or reasonably available for work for the entirety of the term for which the faculty member is employed unless on approved leave.

4.8.1 FACULTY OFFICE HOURS AND ACCESSIBILITY

4.8.1.1 OFFICE HOURS

Office hours are part of the regular duties of faculty. Faculty members are required to file the office hours with the Department Chairperson, Dean of Arts and Sciences, Associate Provost for Academic Affairs and the Provost and Senior Vice President for Academic Affairs.

- All faculty members teaching six (6) or more credit hours must maintain a minimum of ten (10) office hours per week during each academic semester. Faculty members teaching five (5) or fewer credit hours must maintain a minimum of five (5) office hours per week during each academic semester.
- Faculty members will be physically present in offices during office-hours to provide formal, convenient, and predictable access for their students.
- In the few extraordinary circumstances, where a faculty member cannot be physically present for scheduled office-hours, he/she will, as a professional courtesy, communicate this to the Chair in advance, and make other reasonable arrangements to fulfill the missed advising obligation.
- Faculty members will post scheduled office hours on their office doors. Each course outline/syllabus will include a section on scheduled office hours.
- Faculty members are strongly encouraged to maintain the practice of seeing students by appointment, in addition to their scheduled office hours.
- Faculty members are expected to be accessible to students by responding to email messages and telephone calls within a reasonable time.
- Moreover, faculty members shall adhere to work and office hour obligations for the full nine (9)-month contract (example – August 15th through May 15th) and/or summer contract period.

4.8.1.2 FACULTY ACCESSIBILITY

A faculty member is expected to be available to those with whom he or she interacts in performing faculty activities. Although most faculty members may maintain irregular schedules and perform many activities away from the university, each faculty member is expected to conduct faculty activities where others may have reasonable access to the faculty member, as well as to be available on campus as needed or via electronic communication (i.e. electronic media).

As part of the professional obligations of faculty, each faculty member is expected to observe the following:

1. Keep the academic unit and others affected by the faculty member's academic and professional activities informed with respect to the faculty member's schedule, planned periods of absence, and the manner and place where the faculty member can

be contacted.
2. Respond in a timely manner to communications and requests for information from students, other faculty, university administrators or staff, and others who contact the faculty member regarding university-related matters.

Professional leave and absences in reasonable amounts for full-time faculty members, as determined by the Administration, may, at the University's discretion, be granted for attendance at professional meetings and activities.

The University may at its discretion grant release time to faculty members to complete graduate study. Faculty members must submit applications for release time before the pre-registration period in the semester preceding that for which release time is requested. See Employment Handbook for forms (Office of Human Resources).

Faculty members are expected to attend all faculty meetings. Such meetings are normally held on a monthly basis and are convened and chaired by the Associate Provost for Academic Affairs and the Provost and Senior Vice President for Academic Affairs. The President or the Provost and Senior Vice President for Academic Affairs may call additional meetings. Whenever possible, the University will provide faculty members reasonable prior notice of all meetings. If a faculty member must be absent from a meeting because of University business, or illness, he/she must provide reasonable prior request to the Department Chairperson unless the business or illness is an emergency.

Each faculty member is to be in attendance beginning the first day of registration each term and will be available for a pre-announced orientation and/or faculty pre-planning up to three working days before fall term registration. Duties are considered complete after the later three days after commencement or after all required class-related duties have been performed. Prior to intersession periods, faculty with ongoing responsibilities will provide the Provost and Senior Vice President for Academic Affairs with a program update and develop in consultation with and the approval of the Chief Administrative Officer, a schedule of intersession availability.

All members of the University should be notified 10 business days prior to the date of regular meeting. Agenda items and announcements should be submitted to the Division of Academic Affairs no later than seven business days prior to the next meeting date. The completed agenda will then be distributed to the members of the University. Exceptions to these rules may be made for emergency reasons as approved by the Provost and Senior Vice President for Academic Affairs.

4.8.2 FACULTY CLASS ATTENDANCE

Faculty members are required to meet all assigned classes promptly and to make full use of the time allotted beginning with the official date for class instructions to begin and shall adhere to work and office hour obligations for the full nine-month contract. Regularly scheduled classes should not be left without professional supervision. In the event of an emergency and classes must be cancelled, every effort should be made to make up for time missed by the faculty member in order that stated course requirements/objectives are met.

It is the responsibility of the faculty member working with the Department Chairperson to make arrangements for classes. If an emergency occurs, the chairperson should be informed as soon as possible so that appropriate arrangements can be made.

4.8.3 TEACHING LOAD

Full-time faculty of Edward Waters University are required to be actively engaged in a variety of activities including teaching, pursuing scholarly activities, service, serving on committees, advising students, and performing administrative and related tasks. Full-time faculty on the tenure track promotional sequence are expected to teach a minimum of six (6) credit hours in each of the two academic year semesters along with other release time efforts. The teaching load policy recognizes that credit hours taught, number of different preparations, laboratories, class sessions, advisees, number of students taught, level of classes, extracurricular activities, and committee assignments all contribute to a full teaching load.

The full teaching load for faculty in the undergraduate program is twelve (12) credit hours and no more than three (3) preps each semester, recognizing that a productive faculty member may engage in regular classroom instruction, independent study, and directed research.

The teaching load for faculty in a graduate program is nine (9) credit hours with no more than three (3) preps each semester.

The faculty load policy is based on the premise that the teaching, research and service load reflects the documented assignment. Faculty teaching loads will be determined by the Department Chairperson with consideration of the following factors. The guidelines below are useful in applying the faculty load policy:

A. New course preparations;
B. Balance of workload components based on faculty review, promotion and tenure, professional development expectations and agenda for research, scholarship and creative activity;
C. Administrative duties;
D. Timing of activities (e.g., publication and grant deadlines, course load in given terms, and promotion review dates);
E. Job description;
F. The instruction, research, and service needs of the college and its departments, institutes, centers and other academic units;
G. The member's qualifications and expertise and potential to acquire the appropriate expertise;
H. The member's evolving professional interests;
I. Generally accepted practices in the field; and
J. A realistic balance of duties consistent with the criteria for review.

4.8.4 FACULTY RELEASE TIME

Release time from teaching responsibilities up to six (6) semester hours (three (3) semester hours in the graduate program) may be approved under the following conditions:

A. Fifty percent is computed for administrative work as head of a major academic unit below that of dean. Chairpersons should have teaching load with a minimum of two three (3) hour preparation courses per semester. This may include one (1) independent study course or the equivalent. Committee work, student counseling, incidental academic counseling and supervision, and other administrative-related work are considered to be normal and associated expectations for a faculty member unless these require substantial, regular, and extended work, in which case consideration is made in developing the faculty member's schedule;
B. Fifty percent up to six (6) hours of sponsored research or the equivalent; and
C. Fifty percent up to six (6) hours for special projects/assignments or the equivalent which require more than normal amounts of time, including the President and Secretary of the Faculty Senate. In certain limited situations, a faculty member may be permitted to teach fewer than six (6) semester hours per term.

A faculty member applying for grants who wishes to include release time in the grant is required to request the full amount of the faculty member's salary if it is expected that an additional full-time equivalent (FTE) faculty member will need to be added to the department in order that the normal teaching activities of the department are carried out.

4.8.5 OVERLOAD SUPPLEMENTS

An overload assignment is (1) an assignment (teaching or project oriented) that is in addition to the faculty member's regular assignment or FTE status; (2) a one time or limited assignment, made or approved by the Provost and Senior Vice President for Academic Affairs or designee, that is in addition to, or different from, regular or usual assignments for the member's classification and rank; or (3) assignments unrelated to the faculty member's primary job responsibilities.

Overload appointments will be assigned an FTE percentage commensurate with normal workload duties and compensated accordingly. Faculty may request that overload compensation take the form of class release or payment according to the adjunct pay rate. No faculty member may be disciplined or terminated for refusing an overload assignment.

4.9 SUMMER APPOINTMENTS

Summer appointments for those on academic year appointments are in addition to the academic year contract. Summer Session appointments may include Coordinator of Summer Session or other similar appointments. An offer of a Summer Session appointment will be made at least five weeks prior to the beginning of the appointment, whenever feasible. A faculty member on an academic year appointment is not required to accept a Summer Session appointment and will not be subject to discrimination and/or retaliation for declining a Summer Session appointment.

Each department shall work out a plan for summer employment taking into consideration the availability of funds, demand for courses, rank, qualifications, and teaching/professional experience of the departmental faculty members.

Faculty members with seniority in the departments have the first right of refusal for

acceptance of summer appointment, unless the course load is specific to the expertise and credentials of a member in the department.

4.10 SUMMER EMPLOYEMENT/OUTSIDE FUNDS (GRANTS AND CONTRACTS)

University faculty may be supported part-time through funded release time during the academic year and full-time in the summer by outside-funded research or other activities. Based on the University academic year work calendar (nine months), faculty members on an academic year appointment may work for three (3) months in the summer without conflicting with their academic year obligations to Edward Waters University.

All nine-month faculty are eligible for three (3) months full-time employment on outside-funded projects provided this arrangement does not conflict with guidelines of the funding agency. Approval must be granted by appropriate administrative officials, in advance, and funds for up to three (3) months employment must be available under the grant/contract agreement.

SECTION 5: PERFORMANCE, TENURE AND PROMOTION

Edward Waters University is committed to ensuring faculty and administrators perform at the level of excellence commensurate with its reputation as a leading land grant institution with a significant research, teaching, and service mission. The University recognizes the dynamic and changing nature of higher education and strongly promotes and provides an ongoing professional development of faculty as teachers, researchers and scholars. As such, faculty members are expected to develop and carry out a plan for their individual professional development. This plan should be connected to the faculty members' annual performance objectives. All instructional faculty (adjunct, part-time, etc.) will be evaluated for their teaching effectiveness by their Program Coordinator or Department Chairperson for the instructional period.

5.1 ANNUAL COMPREHENSIVE EVALUATION

The University has established an instructional (annual or term) and research evaluation system. Each faculty shall be provided a Faculty Load Form every semester (fall, spring, and summer) which will be used by the Program Coordinator/Department Chairperson in the evaluation system. Individual performance goals and objectives will be used along with the respective programs/departments/units and institutional goals and objectives as the basis for this review process. An institutional evaluation instrument will be used to evaluate and document the level of performance achieved and the amount of any merit pay increase due. The evaluator will compare the adjusted semester assignment to the submitted Faculty Load Form. The comprehensive evaluation of faculty shall consist of application of the institutional evaluation instrument, course evaluations, and a self- assessment. All faculty/instructors, who teach courses for credit, will be evaluated for instructional performance. This includes adjunct/part-time personnel. The performance evaluation process shall be conducted as follows:

5.1.1 ADMINISTRATIVE FACULTY

The administrative faculty will be evaluated annually:

Department Chairpersons will be evaluated by the Dean of Arts and Sciences and/or Dean of Graduates Studies with input from the faculty.

Program Directors/Coordinators will be evaluated by their immediate supervisor.

5.1.2 FACULTY EVALUATION

1. All faculty members are evaluated annually for the purpose of obtaining constructive and honest information designed to assist them in continually improving their academic performance.
2. The evaluation process begins with a written self-evaluation report submitted by a faculty member in early February to the faculty member's Department Chair or direct supervisor.
3. The Department Chairperson and the faculty member will discuss the faculty member's self-evaluation report and other evaluation reports, including student evaluation, peer evaluation (when available) and administrative evaluation.
4. The Department Chairperson will subsequently prepare a written performance report on the faculty member and will give a copy to the faculty member, which the faculty member may endorse if in agreement with the Department Chair's evaluation. If there is agreement on the Department Chair's evaluation, the process continues as described below.
5. If the faculty member takes exception to the Department Chairperson's evaluation and the Department Chairperson refuses to alter his/her evaluation, the faculty member may submit, in writing, his/her exceptions which will be forwarded together with the self-evaluation and the Chairperson's evaluation- to the Dean of Arts and Sciences or Dean of Graduate Studies.
6. If a mutually agreeable evaluation still does not result, the faculty member may refuse to endorse the Department Chairperson's evaluation.
7. The Dean of Arts and Sciences or Dean of Graduate Studies in consultation with the Department Chairs reviews the evaluation report of the Department Chairperson and makes a final decision regarding the faculty member's contract status.

Each of the above components will use the prescribed instruments and procedures established for such purpose.

5.1.3 CRITERIA FOR ADMINISTRATIVE FACULTY EVALUATION

The comprehensive evaluation of administrative faculty will take place annually and is due in the Office of the Provost and Senior Vice President for Academic Affairs by July 1st each year. Annual evaluations are based upon an assigned set of written and measurable performance objectives developed annually between the employee and the supervisor at the beginning of the annual rating period. The following items provide the focus of evaluation at all levels;

1. Creativity in planning, budgeting, and organizing;
2. Implementing, monitoring, and assessing programs;
3. Leadership, interpersonal and communication skills;

4. Fairness, ethics, and integrity;
5. Assumption of responsibility;
6. Demonstrated long-term vision;
7. Productivity;
8. Resource development (i.e., grant writing);
9. Promotion of scholarship;
10. Faculty and staff development;
11. Student welfare;
12. Recruitment and retention;
13. Community services;
14. Accomplishment of specific tasks or assignments; and
15. Consultation with faculty before making important decisions.

5.1.4 CRITERIA FOR FACULTY EVALUATION

The comprehensive evaluation of each faculty member will take place annually and is due in the Office of Academic Affairs by May 15th of each year. Annual evaluations are based upon a set of written measurable performance objectives developed annually between the faculty member and his/her immediate supervisor at the beginning of the annual rating period. The criteria listed in the following paragraphs are to be used as guidelines for the evaluation process. Each of the components of the comprehensive evaluation process is designed to address various aspects of the criteria. Each faculty shall be judged with respect to rank and duties, considering performance in the following areas:

1. Teaching and instructional pedagogy, student advisement and mentoring, and recruitment and retention;
2. Research, presentations, performances, publications, art exhibits, or other creative works,
3. Grant writing and grant management, academic reviewing: (such as done for proposals and professional referred journals), and thesis and dissertation advising;
4. Service to the instructional unit, department, college, the University, public service and committee work related to academic expertise;
5. Professional Development: Faculty members are expected to develop and carry out a plan for their individual professional development. This plan should be connected to the faculty member's annual performance objectives; and
6. Communication Skills: All faculty members are expected to communicate clearly and effectively in English. This includes oral and written communication. Such communication must be adequate to assist students in understanding course content and if skills are inadequate refer to Section 4.5.5 (ESL).

In evaluating the faculty within these areas, reasonable flexibility should be exercised, balancing where the case requires, more demanding commitments and responsibilities in one area against less demanding commitments and responsibilities in another. Flexible weights should be established for each of the primary areas (teaching, research and service) totaling 100%. Each faculty is expected to be engaged in a program of work that is both sound and productive. In the case of a pre-tenure faculty, it is the responsibility of the immediate supervisor (in conjunction with the faculty member) to establish a program of work which

will allow him/her to successfully negotiate the tenure process. All faculty members should collaborate with their immediate supervisor in establishing a program of work which will allow them to successfully negotiate the promotion and tenure processes. For example, faculty with heavy teaching load should seek release time through grant writing, research and service. Alternatively, faculty with heavy research or service release time should seek to develop or assume more teaching responsibilities.

5.1.4.1 TEACHING

Effective teaching is a criterion essential to advancement or the awarding of tenure. In evaluating the effectiveness of faculty teaching, criteria such as the following should be considered:

1. Command of the appropriate subject;
2. Continuous professional growth and development;
3. Ability to communicate effectively, organize materials and present with logic that facilitates learning;
4. Capacity to awaken in students an awareness of the relationship of the subject to other fields of knowledge;
5. The creativity, spirit, and enthusiasm which vitalize learning and teaching;
6. Ability to arouse curiosity and to stimulate creative work;
7. Personal attributes as they affect teaching and students;
8. The extent and skill of participation in the general guidance and advising of students;
9. Integration of appropriate technology, and
10. The ability to help students develop and use critical thinking skills.

It is the responsibility of the department chairperson and faculty to submit evidence of the faculty's teaching effectiveness at lower-division, upper-division, and graduate levels of instruction commensurate with the faculty's assigned teaching responsibilities. No single set of satisfactory measures can be prescribed. The following are among the significant types of evidence of teaching effectiveness (not ranked ordered):

1. Syllabi specific requirements (rubric/method of assessment, student learning outcome, course learning outcomes) as designated by the accrediting body;
2. Evidence of student learning and course outcomes;
3. When sought, peer evaluations, based on class visitations, or attendance at public lectures, or lectures before professional societies, or on the results of the faculty's teaching in courses prerequisite to those of other members of the department;
4. Student evaluations appropriately documented and accompanied by interpretative information;
5. Development by the faculty of new and effective techniques of instruction and instructional materials, particularly when evidenced by acceptance at other universities;
6. Publications, presentations, or creative works by the faculty on instruction within the appropriate discipline;
7. Recognitions or awards for distinguished teaching and related activities; and
8. Successful infusion of internationalization and technology into the instructional program.

5.1.4.2 RESEARCH AND CREATIVE WORKS

Evidence of productivity and creativity should be sought in the faculty's published research, presentations, performances, publications, artistic exhibits, architectural or engineering designs, plays, concerts, visual art, and electronic technology. Research and other creative accomplishments should be evaluated, not merely enumerated. There should be evidence that the faculty member is continuously and effectively engaged in creative activity of high quality and significance. Work in progress should be assessed whenever possible. When published work in joint authorship (or other product of joint effort such as concerts, plays, exhibits) is presented as evidence, it is the responsibility of the faculty member and department chair to establish as clearly as possible the role of the faculty in the joint effort.

Account should be taken of the type and quality of creative activity normally expected in the faculty's field. Appraisals of publications, reviews of creative works or other contributions in the scholarly and critical literature provide important testimony. Textbooks, reports, circulars, newsletters, booklets, quarterlies and similar publications normally considered evidence of teaching ability or public service should be considered creative work when they present new ideas or incorporate scholarly research.

In evaluating artistic creativity, an attempt should be made to define the faculty member's merit in light of such criteria as originality, scope and depth of creative expression. It should be recognized that distinguished performance, scholarly analysis, literature, art, music conducting, drama directing and dance choreography constitute evidence of a faculty member's creativity in research. Creative works require proof of quality in the evaluation by peers in the field. Some activities to consider in evaluating scholarly activities are as follows:

1. Publications (printed or electronic documents)
    A. Refereed journals (first, second author)
    B. Non-refereed journals and publications
    C. Published abstracts
    D. Published proceedings
2. Oral or Poster presentations (four professional/Academic conference)
    A. Invited presentations
    B. In-house technical seminars and workshops
3. Grantsmanship
    A. Proposals written and submitted
    B. Proposals funded
    C. Project reports to public agencies
4. Academic Service
    A. Reviewer of papers, proposals, and programs in academic field
    B. Organized or moderated sessions at professional conferences
5. Research Leadership
    A. Project leadership
    B. Undergraduate student advising

5.1.4.3 SERVICE

The faculty should play a vital role in the administration of the University at all levels and in the formulation of its policies. Recognition should, therefore, be given to scholars who contribute to the effectiveness of the University through significant committee work, who prove themselves to be able administrators, and who participate effectively and imaginatively in the Faculty Senate, and the formulation of departmental, college, and university policies.

Public service by members of the faculty to the community, state, and nation in their special capacities as scholars should likewise be recognized. Similarly, contributions to recruitment and retention of students, student welfare through service on student-faculty committees and as advisers to student organizations should be acknowledged.

The faculty's professional activities should be scrutinized for evidence of achievement and leadership in his/her field. The faculty should demonstrate new development or use of new approaches and techniques for the solution of professional problems. It is the responsibility of the individual faculty member and the department chairperson to provide evidence of the quality of the service rendered. Examples of the type of services are:

1. Committee membership on departmental, college and University Committees;
2. Membership on Boards or Advisory groups;
3. Membership and leadership of professional organizations;
4. Organization and presentations at workshops, seminars, etc.;
5. Membership on community awards, fund raising and activities committees;
6. Technical assistance to individuals, organizations and / or communities;
7. Recruitment and retention of graduate and undergraduate students; and
8. Faculty advisor of student organizations or activities.

5.2 FACULTY TENURE AND PROMOTION

5.2.1 TENURE AND PROMOTION PHILOSOPHY

Tenure and Promotion are two of the most important events in a faculty member's career. A university's procedures for granting tenure and promotions in rank reflect its very character. Both the university and its tenure and promotion process must be open, honest, and fair to all interested parties. Openness, honesty, and fairness influence faculty morale, faculty members' relationships with students and colleagues, their perception of their roles in the University and broader community, and their perceptions of themselves. It is this that defines the University's character.

5.2.2 DEFINITION OF TENURE

Tenure status shall provide annual reappointment until removal for misconduct, as defined herein, moral turpitude, incompetence (*including failure to improve following an unfavorable post-tenure review, as defined herein*), violation of this Tenure and Promotion Policy, or because of program discontinuance, or financial exigency.

5.2.3 TENURE CRITERIA

The American Association of University Professors (AAUP) states:

"Tenure is a means to certain ends, specifically, (1) freedom of teaching and research and of extramural activities, and (2) a sufficient degree of economic security to make the profession attractive to men and women of ability. Freedom and economic security, hence, tenure is indispensable to the success of an institution in fulfilling its obligation to its students and society."

Edward Waters University concurs with this statement and believes that the granting of tenure must adhere to the highest levels of scholarship, ethics, integrity, fairness and professionalism.

Edward Waters University aspires to be a leading research and teaching university in the region, nation, and world. Tenure is granted to faculty members who have demonstrated substantial productivity, have met the relevant professional accrediting agency's faculty qualification standards, if any, and demonstrate continued performance and growth potential. Tenure shall be granted only to faculty members with tenure-track appointments at the rank of Associate Professor or higher. A minimum of three (3) scholarly products, where the applicant is Primary Author or Primary Investigator is required since the last promotion or at the time of promotion to Associate Professor. Scholarly products include publications in professional and refereed journals, scholarly books, chapters in scholarly books, presentations at scientific/professional meetings, competitively funded research projects, juried creative works, and other activities related to high performance in one's discipline. Evidence of peer-review editorial policy for each of the papers must be provided. If the works are creative, evidence is required to demonstrate a juried process and high significance in the field of endeavor.

Newly hired faculty may be appointed with tenure by the President based on recommendation from the Provost and Senior Vice President for Academic Affairs but must meet the qualifications of Associate Professor and must have earned tenure at a previous institution. New faculty may negotiate time toward tenure: up to a maximum of one (1) year for Associate Professor and three (3) years for Assistant Professor.

Tenure is based upon approval of the President, who is guided by the recommendation of the Provost and Senior Vice President for Academic Affairs and the University Retention, Tenure, and Promotion Committee. Tenure must be granted before the end of the probationary period for the specific rank associated with the initial appointment as noted below in Table 1.

Table 1: Probationary Period by Rank

Rank	Probationary Period
Assistant Professor	Six (6) Years
Associate Professor	Four (4) Years
Professor	Two (2) Years

The probationary period provides the faculty member with time to demonstrate performance and productivity worthy of tenure. Upon completion of his/her probationary period, the faculty member will be evaluated based on his/her tenure application.

During the tenure probationary period, faculty who do not wish to apply for tenure must make a formal written request to their department chair to be placed on the non-tenure track. The request is subject to the approval of the Provost and Senior Vice President for Academic Affairs, based upon a written request with clear rationale and strong justification from the chair and dean, if they concur. It is the chair and/or dean's responsibility to inform the applicant of their decision if that is not the case.

TENURE EXTENSION

Under extremely rare circumstances, the dean and department chair may extend the probationary period upon written recommendation and justification. In such cases, applications must be submitted prior to the tenure and promotion application deadlines and must be approved by the Provost and Senior Vice President for Academic Affairs. A written justification must demonstrate the faculty member's progress in teaching, research, and other appropriate areas of scholarly or creative productivity. Extension of the initial probationary period shall be for no more than a maximum of two (2) years. For tenure, applicants must meet the requirements for the rank they are applying for in addition to any specific performance requirements set forth by the University.

5.2.4 REQUIREMENTS FOR TENURE

In addition to meeting the criteria for tenure established by the University, an application for tenure must include at a minimum the following:

A. A letter of application;
B. At least two letters of recommendation;
C. A current *curriculum vitae*;
D. Verification of years of service and probationary period by the Office of Human Resources;
E. Earned doctorate or appropriate terminal degree transcript / diploma within his/her instructional discipline or a closely related discipline from a recognized accredited University or significant evidence of professionally recognized eminence;
F. Annual performance evaluations from department chairs, directors or equivalents, college and institutional performance review committees from the last three (3) years, if applicable;
G. Documentation of continuous membership in a professional learned society to include the last three (3) years at a minimum;
H. Student evaluations from the last three (3) years, if applicable;
I. Teaching/Advisement Portfolio containing:
    1. Course syllabi reflecting student learning outcomes and course objectives, faculty evaluations, and student evaluations for all courses taught from the last three (3) years;
    2. Demonstration of the use of innovative pedagogical methods and materials such as development of new courses, infusion of technology into the instructional program, major revision and updating of courses to reflect changes in the field;
    3. Proof of attendance at professional development activities designed to improve teaching effectiveness;
    4. Proof of student advisement and mentoring practices;
    5. Assessment of student learning and efforts to modify courses based on these results.
J. A minimum of three (3) scholarly products (refereed, juried and/or peer reviewed) and/or competitively funded grants, where the applicant is Primary Author or Primary Investigator

within the probationary period. Scholarly activities include publications in professional and refereed journals, scholarly books, chapters in scholarly books, presentations at scientific/professional meetings, funded research projects, juried creative works, and other activities related to high performance in one's discipline. Evidence of peer-reviewed editorial policy for each of the papers must be provided. If the work is creative, evidence is required to show they were juried or highly significant in the field of endeavor; and

K. Evidence of having contributed to the University through service. This may include, but is not limited to, serving as a member or as chair of various committees or in any administrative role at the University, serving on student advisory committees, or as a mentor for student research.

5.2.5 PRE-TENURE REVIEW

As part of the University's mission to ensure excellence in teaching, research, and service, the following pre-tenure review process has been established. The pre-tenure review process assists tenure track faculty in identifying deficiencies in their performance that must be addressed prior to applying for tenure and to determine their progress and preparedness toward earning tenure. Faculty cannot appeal the findings of the pre-tenure review committee as it is an advisory process. If a faculty member disagrees with the report's content, he or she may submit a response.

Faculty subject to pre-tenure review hold probationary appointments at the rank of Assistant Professor, Associate Professor, and Professor in tenure-track positions. At the end of the probationary period, a pre-tenure review will be conducted. After beginning the pre-tenure review process, an applicant cannot be transferred to the non-tenure track. Before the beginning of the pre-tenure review process, an individual must submit a request to his/her chair if he/she wishes not to be in a tenure-track position. In order to begin the pre-tenure review process, the chair should request approval from the Dean of Arts and Sciences or the Dean of Graduate Studies, the Associate Provost for Academic Affairs, and the Provost and Senior Vice President for Academic Affairs. As applicable the University Pre-Tenure Review Committee will be composed of faculty from the applicant's department/unit.

5.2.5.1 PRE-TENURE PROCESS

At the beginning of the last designated probationary academic year (Assistant in 3rd year, Associate in 2nd year, Professor in 1st year), but not later than May 15th, the Department Chairs will generate a list of all tenure-track faculty members who must undergo a pre-tenure review and submit that list to the Dean of Arts and Sciences and the Provost and Senior Vice President for Academic Affairs. The Department Chair will notify the faculty in their unit who must undergo the review.

The pre-tenure review process must be conducted in a timely manner and will follow the Promotion and Tenure Timeline.

The pre-tenure review portfolio will contain the following materials:

A. Letter of application;
B. Evaluation or comments, from department chair, departmental review committee(s), college review committee(s) and dean;
C. A current *curriculum vitae*;

D. Verification of years of service and probationary period by the Office of Human Resources;
E. Earned doctorate or appropriate terminal degree transcript / diploma within his/her instructional discipline or a closely related discipline from a recognized accredited University or significant evidence of professionally recognized eminence;
F. Documentation of continuous membership in a professional learned society to include the last three (3) years at a minimum;
G. Student evaluations from the last three (3) years, if applicable;
H. Teaching/Advisement Portfolio Containing;
    1. Course syllabi reflecting student learning outcomes and course objectives, faculty evaluations, and student evaluations for all courses taught from the last three years;
    2. Demonstration of the use of innovative pedagogical methods and materials such as development of new courses, infusion of technology into the instructional program, major revision and updating of courses to reflect changes in the field;
    3. Proof of attendance at professional development activities designed to improve teaching effectiveness
    4. Proof of successful student advisement and mentoring practices; and
    5. Assessment of student learning and efforts to modify courses based on these results.

I. A minimum of three (3) scholarly products (refereed, juried and/or peer reviewed) and/or competitively funded grants, where the applicant is Primary Author or Primary Investigator is required since the last promotion. Scholarly products include: publications in professional and refereed journals/proceedings, scholarly books, chapters in scholarly books, presentations at scientific/ professional meetings, competitively funded research projects, juried creative works, and other activities related to high performance in one's discipline. Evidence of peer-review editorial policy for each of the papers must be provided. If the works are creative, evidence is required to demonstrate a juried process and high significance in the field of endeavor. Must evidence significant progress toward meeting the criteria; and

J. Evidence of having contributed to the university through service as outlined in the Faculty Handbook. This may include but is not limited to serving as a member or as chair of various committees or in any administrative role at the University and serving on student advisory committees or as a mentor for student research.

The pre-tenure review committee will evaluate the faculty members' performance in the areas of teaching effectiveness, professional activities, research and service in keeping with the specific quantitative criteria established by the department or college. Once the committee completes its assessment a report is generated. The pre-tenure review process will conclude at the Dean's level and the Deans will process a report to the Provost and Senior Vice President for Academic Affairs. There will be a written response to the faculty of the findings by the Dean and any further recommendations will be prepared by the Dean in conference with the Department Chairperson. There is no appeal process for pre-tenure review.

5.2.6 PROMOTION PROCESS REQUIREMENTS

Each application for tenure and/or promotion, including new faculty and administrative faculty hires, must meet the minimum qualifications/requirements set for his/her respective rank.

5.2.6.1 REQUIREMENTS FOR PROMOTION OR APPOINTMENT TO THE RANK OF

ASSISTANT PROFESSOR

An Assistant Professor is required to have a terminal degree in the discipline or a closely related area, or to have achieved some level of professional eminence. The applicant must meet any relevant faculty qualification standards set by the discipline specific professional accrediting agency (*if one exists*). The candidate's dossier must include and provide documentation for:

A. Letter of application by candidate;
B. At least two letters of recommendation;
C. Current *curriculum vita*;
D. Verification of years of service by the Office of Human Resources;
E. Earned doctorate or appropriate terminal degree transcript / diploma within his/her instructional discipline or a closely-related discipline from a recognized accredited University or significant evidence of professionally recognized eminence;
F. Annual performance evaluations from department chairs, directors or equivalents, and institutional performance review committees from the last three (3) years, if applicable;
G. Student evaluations from the last three (3) years, if applicable;
H. Documentation of continuous membership in a professional learned society to include the last three (3) years at a minimum;
I. Three (3) years or above of post-secondary teaching, research, and service experience at the Instructor level at an accredited college or university, a terminal degree in the discipline or closely related area and/or closely related academic experience, if applicable;
J. A minimum of one (1) scholarly product (refereed, juried and/or peer reviewed) and/or competitively funded grants, where the applicant is Primary Author or Primary Investigator is required since the last promotion. Scholarly products include: publications in professional and refereed journals, scholarly books, chapters in scholarly books, presentations at scientific/professional meetings, competitively funded research projects, juried creative works, and other activities related to high performance in one's discipline. Evidence of peer-review editorial policy for each of the papers must be provided. If the works are creative, evidence is required to demonstrate a juried process or significance in that field of endeavor.
K. Demonstrated proof of performance relevant to the discipline:
    1. Teaching Competence;
    2. Research and/or Grant Writing;
    3. Publication and other Scholarly Material;
    4. Service on University Committees; and
    5. Service to the Community.

5.2.6.2 REQUIREMENTS FOR PROMOTION OR APPOINTMENT TO THE RANK OF ASSOCIATE PROFESSOR

An Associate Professor is required to have a terminal degree in the discipline or a closely related area, or to have achieved some level of professional eminence. The applicant must meet any relevant faculty qualification standards set by the discipline specific professional accrediting agency (*if one exists*). The candidate's dossier must include and provide documentation for:

A. Letter of application by candidate;

B. At least two letters of recommendation;
C. Current *curriculum vita*;
D. Verification of years of service by the Office of Human Resources;
E. Earned doctorate or appropriate terminal degree transcript / diploma within his/her instructional discipline or a closely related discipline from a recognized accredited University or significant evidence of professionally recognized eminence;
F. Annual performance evaluations from department chairs, directors, or equivalents, college and institutional performance review committees from the last three (3) years, if applicable;
G. Student evaluations from the last three (3) years, if applicable;
H. Documentation of continuous membership in a professional learned society to include the last three (3) years at a minimum;
I. Five (5) years or above of post-secondary teaching, research, and service experience at the Assistant Professor level at an accredited college or university or a closely academically related experience, if applicable;
J. A minimum of three (3) scholarly products (refereed, juried and/or peer reviewed) and/or competitively funded grants, where the applicant is the Primary Author or Primary Investigator is required since the last promotion. Scholarly products include: publications in professional and refereed journals, scholarly books, chapters in scholarly books, presentations at scientific/professional meetings, competitively funded research projects, juried creative works, and other activities related to high performance in one's discipline. Evidence of peer- review editorial policy for each of the papers must be provided. If the works are creative, evidence is required to demonstrate a juried process or significance in that field of endeavor.
K. Demonstrated proof of performance relevant to the discipline:
    1. Teaching Competence;
    2. Research and/or Grant Writing;
    3. Publications and other Scholarly Material;
    4. Service on University Committees; and
    5. Service to the Community.

5.2.6.3 REQUIREMENTS FOR THE PROMOTION OR APPOINTMENT TO THE RANK OF PROFESSOR

A professor must have the terminal degree in the discipline or closely related area except in those rare instances where the individual has achieved professionally recognized eminence regionally or nationally. The applicant must meet any relevant faculty qualification standards set by the discipline specific professional accrediting agency (*if one exists*). A professor also must have demonstrated authoritative knowledge and achieved reputation in a recognized field of research or creative achievements; additionally, the professor must have maintained high levels of effectiveness in teaching and in service. The candidate's dossier must include and provide documentation for:

A. Letter of application;
B. At least two letters of recommendation;
C. Current *curriculum vita;*
D. Earned doctorate or appropriate terminal degree transcript / diploma within his/her instructional discipline or a closely related discipline from a recognized accredited

University or significant evidence of professionally recognized eminence;

E. Verification of years of service by the Office of Human Resources;
F. Annual performance evaluations from department chairs, directors, or equivalents, college and institutional review committees from the last three (3) years, if applicable;
G. Student evaluations from the last three (3) years, if applicable;
H. Documentation of continuous membership in a professional learned society to include the last three (3) years at a minimum;
I. Ten (10) years or above of post-secondary teaching, research, and service experience at the Assistant Professor level at an accredited college or university or a closely academically related experience;
J. A minimum of five (5) scholarly products (refereed, juried and/or peer reviewed) and/or competitively funded grants, where the applicant is Primary Author or Primary Investigator is required since the last promotion. Scholarly products include: publications in professional and refereed journals, scholarly books, chapters in scholarly books, presentations at scientific/professional meetings, competitively funded research projects, juried creative works, and other activities related to high performance in one's discipline. Evidence of peer-review editorial policy for each of the papers must be provided. If the works are creative, evidence is required to demonstrate a juried process and high significance in the field of endeavor.
K. Demonstrated proof of performance relevant to the discipline:
    1. Teaching Competence;
    2. Research and/or Grant Writing;
    3. Publications and other Scholarly Material;
    4. Service on University Committees;
    5. Service to the Community; and
    6. Significant Contribution to Field or Discipline

5.3 TENURE AND PROMOTION GUIDELINES

The Office of the Provost and Senior Vice President for Academic Affairs is responsible for providing written notice to those individuals who are required to apply for tenure during the next academic year. This notice will be provided no later than May 15th of the academic year preceding the year they must apply for tenure.

The application for tenure, promotion, or both concurrently must be submitted using the established Tenure and Promotion Application Form and must adhere to the following steps and timelines in the following table (Table 2):

Table 2: Tenure and Promotion Timeline

Task to Be Completed	**Due Date**
Provost notifies candidates required to apply for tenure and/or promotion.	May 15th *
Candidates submit applications/materials to the Department Chairperson.	August 15th

The Department Chairperson will submit the applications/materials to the Dean of Arts and Sciences and/or Dean of Graduate Studies to ensure that the application packages are complete. Incomplete packages will be returned and will not be submitted to the Division of Academic Affairs. The Dean (s) will provide a letter stating the names of the persons applying for promotion and/or tenure and that the application packages submitted are complete. The application packages will then be submitted to the Division of Academic Affairs.	September 1st
University Retention, Tenure and Promotion Committee will meet and receive the charge by the Provost and Senior Vice President for Academic Affairs. Provost and Senior Vice President for Academic Affairs will release the applications to the University Retention, Tenure and Promotion Committee.	September 15th
University Retention, Tenure and Promotion Committee forwards recommendations to the Dean of Arts and Sciences.	December 1st
The Dean of Arts and Sciences will submit the recommendation to the Provost and Senior Vice President for Academic Affairs.	December 15th
Provost and Senior Vice President for Academic Affairs reviews and submits recommendation to President.	February 15th
Applications that were not recommended by the University Retention, Tenure and Promotion Committee and/or the Provost and Senior Vice President for Academic Affairs and/or President will be notified.	March 15th
Applicants with denied requests may submit an appeal letter to the Provost and Senior Vice President for Academic Affairs.	April 1st
The Provost and Senior Vice President for Academic Affairs will have the University Tenure and Promotion Appeals Committee to review the appeal letter and provide a recommendation to the President.	April 15th
The President will review the recommendation from the University Tenure and Promotion Appeals Committee. The President will make the final decision. Applicants will be notified of final decision.	April 30th
The President will provide the Tenure and/or Promotion recommendations for approval to the Board of Trustees during the May Board Meeting.	May
* Year preceding final probationary year	

NOTE: Applicants may withdraw an application for promotion at any time in the process. If that occurs, the applicant will have a terminal contract for the following academic year and then

employment will end at the conclusion of that academic year. Applicants may withdraw an application for promotion at any time in the process.

It is possible for a faculty member to apply for tenure and promotion at the same time. Tenure applications will be considered first, unless you are applying for promotion to Associate Professor, in which case promotion will be considered first.

Non-tenure-track faculty are not eligible for tenure.

In cases where the applicant's documentation is incomplete at the department level or does not meet the minimum requirements outlined in this Handbook, the Chair of the University Retention, Tenure, and Promotion Committee should inform the Dean of Arts and Science or Dean of Graduate Studies, Associate Provost for Academic Affairs and Provost and Senior Vice President for Academic Affairs of this determination and inform the candidate in writing of what is missing. The candidate has one (1) week (five business days) to submit the missing materials. Failure to meet this deadline will result in a decision being rendered on the materials as submitted and no additional documents will be accepted.

A faculty member who applies for and receives promotion in rank during his/her initial probationary period must still apply for and receive tenure by the end of the original period unless the Provost and Senior Vice President for Academic Affairs approve an extension of the probationary period.

A tenure-track faculty member must maintain a 50% teaching load during their probationary period. They should also maintain a departmental home within the academic program unit during their probationary period.

FOR CAUSE DISMISSAL

In general, a faculty member holding tenure status may be dismissed from the University for cause during or at the end of a contract period for any of the following reasons (although this list is not exhaustive):

1. Academic Incompetence;
2. Failure, unwillingness or neglect to perform essential professional duties;
3. Failure to comply with one or more aspects of the faculty member’s contract with the University or to comply with institutional responsibilities;
4. Unexcused delinquency or excessive absenteeism; (after 3 absences physician’s documentation required)
5. Violation of the University’s policies regarding sexual harassment, discrimination, or other forms of illegal harassment;
6. Conduct in violation of law;
7. Dishonesty or falsification of records, including employment records or academic records;
8. Any other cause substantially prejudicing the effective performance of the duties of the person, his/her Department or academic unit.

Notice Required: Prior to any dismissal of a tenured faculty member under this section, the

President shall provide the faculty member, by certified mail or verified electronic mail, a written notice of the intent to dismiss the faculty member. The notice shall specify the reasons for the dismissal and the intended date for the dismissal. Within thirty (30) days of receipt of such notice, the faculty member shall have the opportunity to meet with the President or his/her designee to refute the charges relied upon for the dismissal and may submit a written response to the reasons given for the proposed dismissal. No later than ninety (90) days after the faculty member has met with the President or his designee, President shall make a final decision on the dismissal and notify the faculty member of the decision in writing, by certified mail or verified electronic mail. If the President has decided to proceed with the dismissal, the Notice of Dismissal delivered to the faculty member shall provide in writing all of the reasons relied upon for the dismissal and shall inform the faculty member of the applicable grievance or appeal process.

In circumstances where it is not reasonable or feasible to delay removal of the faculty member due to the nature of the conduct the person is accused of and/or the danger potentially posed to the faculty member or other members of the University community, the faculty member may be immediately suspended and blocked from entering campus pending a final determination on the faculty member's employment status.

FINANCIAL EXIGENCY

Financial exigency is an imminent and extraordinary financial crisis which threatens the survival of the University as a whole and which cannot be alleviated by less drastic means than to terminate appointments of tenured faculty or those with unexpired terms. The President may declare financial exigency as circumstances may dictate, subject to approval by the Board of Trustees.

In the event of financial exigency, it is the policy of the University that tenured faculty, tenure-track probationary faculty, or faculty with unexpired terms may be terminated to effectively resolve the condition. The University may also decide to discontinue a program or an academic area to combat the financial exigency. Before terminating a faculty appointment, the President, or his/her designee shall make reasonable efforts to place the affected faculty member in another suitable position within the University. Should no position be available, the faculty member will be informed according to the guidelines contained in the faculty member's contract.

5.4 OFFICE OF THE PROVOST AND SENIOR VICE PRESIDENT FOR ACADEMIC AFFAIRS

The Office of Academic Affairs will not accept applications which have not followed the procedures stated in the Faculty Handbook.

Applicants who have applied for tenure during the year prior to the termination of their probationary period and do not receive a favorable decision shall be notified in writing of the basis for this decision and given a one-year terminal notice. These individuals may appeal this denial by following the Promotion and Tenure Due Process procedures in the Faculty Handbook.

Applicants receiving a favorable tenure and/or promotion decision will be notified of this in writing and will have such notification placed in their official personnel files.

5.5 UNIVERSITY RETENTION, TENURE AND PROMOTION COMMITTEE

The committee must consist of seven (7) tenured full-time faculty members who are Associate Professors or higher and have served at least five (5) years at the University or in higher education. No chairperson, dean, director, coordinator, administrator, applicant, or family member of an applicant for promotion or tenure may serve on this committee. A committee will be appointed by the University President following recommendations from the Provost and Senior Vice President for Academic Affairs. Committee processing must remain confidential.

The chairperson of the University Retention, Tenure, and Promotion Committee will be elected each year by vote of the members of the committee. A quorum consists of five (5) out of (7) committee members present for the conducting of business.

In evaluating the application materials of a candidate for tenure or promotion, each member of the committee is expected to review the candidate's complete application packet.

The recommendations of the University's Retention, Tenure and Promotion Committee shall be the result of a vote by a quorum of the committee. A favorable vote by five (5) or more of the quorum will be required for promotion or tenure. The Committee's recommendation will include the final vote and a detailed narrative of the rationale used to support the decision as it relates to the established university criteria. The Committee's recommendation will be made to the Provost and Senior Vice President for Academic Affairs. The Provost and Senior Vice President for Academic Affairs will review these and make a recommendation to the President.

5.6 TENURE AND PROMOTION DUE PROCESS

Recommendations on the awarding of tenure and/or promotion are vested in the faculty through a comprehensive and collegial peer-reviewed process. While the faculty who serve on the committees reviewing tenure and/or promotion matters are provided absolute discretion in making recommendations to the Provost and Senior Vice President for Academic Affairs and President, it is expected that adherence to the established criteria for such decisions and the rights of individual faculty will serve as the foundation for these decisions. Tenure is reserved as an earned privilege of faculty who meet or exceed prescribed performance criteria.

Applicants denied tenure and/or promotion may appeal such decisions. Applicants must submit a formal letter of appeal to the Provost and Senior Vice President for Academic Affairs following the Tenure and Promotion Timeline. The appeal letter must specify the factors upon which the appeal is based. Applicants who intend to file a tenure and/or promotion appeal may under no circumstances remove their application materials from the Office of Academic Affairs, nor are they permitted to add/remove or alter any materials.

Violation of these requirements voids the appeal process and will result in the original decision remaining in effect.

5.6.1 GROUNDS FOR APPEAL

The grounds for appeal shall be based on claims asserted by the Applicant in the Applicant's written appeal which shall be based only upon:

1. An allegation that the procedures set forth in this policy were not followed, and/or
2. An alleged failure by the Retention, Tenure and Promotion Committee to use the Criteria set forth in the University Guidelines for Tenure and Promotion for determining an Applicant's qualifications for tenure and/or promotion. The Applicant's dispute of the weight given to the Criteria by the Retention, Tenure and Promotion Committee is not a "failure to use" the Criteria and there is not a basis for appeal under this Tenure and Promotion policy.

5.6.2 APPEAL PROCESS

The University Tenure and Promotion Appeals Committee will evaluate all requests for appeals. The Appeals Committee deliberations may include review of the original application materials and recommendations of the University Retention, Tenure and Promotion Committee but will focus on the stated reason for the appeal and on the material related to the denial of the application. The scope of the review may consider both procedural and substantive matters related to the applicant's materials submitted for approval.

The recommendation of the University Tenure and Promotion Appeals Committee will be forwarded to the President. The appeal process must be conducted in a timely manner and will be in accordance with the timeline as stated Tenure and Promotion Timeline. The decision of the President is final.

5.6.3 APPEALS COMMITTEE

The President shall impanel a University Tenure and Promotion Appeals Committee which shall consist of not less than (3) tenured faculty members appointed by the President.

Members of the University Retention, Tenure and Promotion Committee who reviewed the Applicant's dossier are not eligible to serve on the Tenure and Promotion Appeals Committee.

Faculty shall not serve on the University Tenure and Promotion Appeals Committee for more than two consecutive terms.

The University Tenure and Promotion Appeals Committee may neither review the substantive evaluation of the Applicant's dossier nor the weight given the Criteria by the University Retention, Tenure and Promotion Committee. To the extent the University Tenure and Promotion Appeals Committee reviews the use of the Criteria for tenure and/or promotion, it shall only ascertain whether the Criteria were used.

5.6.4 Members of the University Tenure and Promotion Appeals Committee are required to keep all activities and recommendations strictly confidential.

The University Tenure and Promotion Appeals Committee will use the Faculty Handbook as the reference for determining the procedures followed in processing the Applicant's Application. If additional information is needed, the request can be made to the Provost and Senior Vice President for Academic Affairs.

The University Tenure and Promotion Appeal Committee should follow the Tenure and Promotion Timeline when reviewing and providing a recommendation.

5.7 POST-TENURE REVIEW

The purpose of the post-tenure review (PTR) process is to ensure continuous scholarly pursuits and professional enhancement of tenured faculty members in teaching, research, and service, as well as to assist faculty members with unsatisfactory performance. The post-tenure review process will occur every 5 years with satisfactory performance. When a tenured faculty member receives an annual evaluation of unsatisfactory performance, including professional competence or contributions to the department, college, and university mission or priorities, post-tenure review is mandatory. A post-tenure review will apply to all tenured faculty members, with the exception of senior administrators (deans and above) who hold tenured faculty positions in addition to their administrative positions. Post-tenure review is a natural extension of the university's process of annual faculty evaluation. Tenured faculty are subjected to a more comprehensive review during their post-tenure review. The Provost and Senior Vice President for Academic Affairs in consultation with the Associate Provost for Academic Affairs, deans and chairpersons will monitor and implement the comprehensive review mechanism. During a comprehensive post-tenure review at Edward Waters University, tenured faculty members are evaluated on their teaching effectiveness, professional activities, scholarly research, and service performance during the preceding three years. Appraisal criteria should reflect the mission of the department, college, and university, while protecting first amendment rights and ensuring academic freedom of tenured faculty. The academic discipline in calibration with the respective college set the criteria for the comprehensive post-tenure review.

5.7.1 PROCESS

Immediately after the annual evaluation of unsatisfactory performance, it is the department chair's responsibility, in consultation with the Dean, to notify in writing the faculty member and the Office of the Provost and Senior Vice President for Academic Affairs that a comprehensive review is required. Failure to provide this notification does not negate the requirement for comprehensive Post-Tenure Review.

Upon receipt of this notification, the Department Chair must inform the faculty member in their respective areas. The Post-Tenure Review Committee is composed of the same individuals that serve on the University's Retention, Tenure, and Promotion Committee. The timeline will follow the Promotion and Tenure Timeline.

The post-tenure review portfolio prepared by the tenured faculty must include the following items:

A. A current *curriculum vitae*;
B. The weights given to each of the three areas of faculty responsibility (teaching, research, and service);
C. Annual evaluation by the department chair for the previous three (3) years;
D. A summary of specified plans, teaching, research and service goals and objectives, and accomplishments during the faculty member's past three years at Edward Waters University.
E. Documentation of continuous membership in a professional learned society to include the last three years at a minimum;

F. Annual performance evaluations from department chairs, directors, or equivalents, college and institutional review committees from the last three (3) years, if applicable;
G. Student evaluations from the last three (3) years, if applicable;
H. Teaching/Advisement Portfolio Containing;

Course syllabi reflecting student learning outcomes and course objectives, faculty evaluations, and student evaluations for all courses taught from the last three years;

1. Demonstration of the use of innovative pedagogical methods and materials such as development of new courses, infusion of technology into the instructional program, major revision and updating of courses to reflect changes in the field;
2. Proof of attendance at professional development activities designed to improve teaching effectiveness;
3. Proof of successful student advisement and mentoring practices; and
4. Assessment of student learning and efforts to modify courses based on these results.

I. Research: A minimum of two (2) scholarly products (refereed, juried and/or peer reviewed), where the applicant is Primary Author or Primary Investigator is required since the last promotion. Scholarly products include: publications in professional and refereed journals/proceedings, scholarly books, chapters in scholarly books, presentations at scientific/professional meetings, competitively funded research projects, juried creative works, and other activities related to high performance in one's discipline. Evidence of peer-review editorial policy for each of the papers must be provided. If the works are creative, evidence is required to demonstrate a juried process and high significance in the field of endeavor;
J. Service: Evidence of having contributed to the University through service as a member or as chair of various committees or in any administrative role at the University, chairing of graduate thesis/dissertation committees, and serving on student advisory committees or as a mentor for student research. Evidence of service to one's profession, the public or the community; and
K. Professional Goals: The faculty member's professional goals for the next five years, including but not limited to, goals in the areas of teaching, research, and service.

The Post-Tenure Review committee will evaluate the faculty members' performance in the areas of teaching effectiveness, professional activities, research and service in keeping with the specific quantitative criteria established by the department. Once the committee completes its assessment a report is generated. The post-tenure review process will conclude at the Dean's level and the Deans will process a report to the Provost and Senior Vice President for Academic Affairs. There will be a written response to the faculty of the findings by the Dean and any further recommendations will be prepared by the Dean in conference with the Department Chairperson. There is no appeal process for post-tenure review.

5.7.2 OUTCOMES

The faculty member whose performance is assessed to be inadequate by the University Post-Tenure Review committee must create a twelve-month development plan by the start of the second year. The plan must be approved by the department chair and dean and implemented immediately. The development plan must have specific, quantifiable goals and objectives that can be reasonably achieved during that period. Progress will be reviewed and assessed after ten (10) months.

The faculty member will prepare a report summarizing his/her progress on achieving the goals and

forward it to the Provost and Senior Vice President for Academic Affairs by April 30th, through the department chair and dean. The department chair and dean will jointly review and prepare a report that is also submitted to the Provost and Senior Vice President for Academic Affairs. If the Provost and Senior Vice President for Academic Affairs decides that sufficient progress has been made, the faculty member shall be deemed to have completed the post-tenure review process.

If measurable and acceptable progress is not met by the end of the second year, applicants will be placed in a non-tenure track position and subject to university policies and procedures as applicable to non-tenure track members. The faculty has the opportunity to appeal this decision using the University appeals process or grievance process.

SECTION 6. UNIVERSITY STANDING COMMITTEES

6.1 PURPOSE

A primary vehicle for faculty involvement in the University governance process is through active participation in the committee structure. These committees provide input into the policy making processes affecting the health and well-being of the University and as such the role of the faculty in this is preeminent. In keeping with democratic principles of shared governance, faculty participation on University Standing Committees should reflect proportional representation consistent with the faculty's representation within the University. All disciplines and levels (undergraduate and graduate) should be visibly represented in the committee structure.

6.2 STRUCTURE AND RESPONSIBILITY

In order to ensure that the goal of proportional representation is achieved, the Provost and Senior Vice President for Academic Affairs, the Associate Provost for Academic Affairs, the Assistant Provost for Operations and Academic Support Services and Dean of Graduate Studies, and the Dean of Arts and Sciences will work with the Chair of each Department to identify faculty members to serve. All such representatives shall have full voting authority in carrying out the charge of the committees. Students shall also serve as elected voting members of committees as appropriate. Students will be elected or appointed by the respective Student Government Association. Representatives from the administration and staff shall serve as either voting or ex-officio members of these committees depending on the scope and responsibility of the committee.

At the beginning of each academic year, the Provost and Senior Vice President for Academic Affairs will charge all University committees to convene for the purpose of reviewing and electing membership, organizing and establishing the goals and objectives to be accomplished, ensuring a process is in place for recording proceedings and disseminating to its respective constituents the actions of the committee. The chair of the committee will provide to the Office of Academic Affairs the current membership of the committee, the annual goals and objectives, and a meeting schedule for the year.

To ensure compliance with regional accrediting body requirements and standards relative to governance and conflict of interest, administration and board of trustee members (to include faculty and student representatives) are not eligible to serve in committee roles that have an institutional governance responsibilities and/or influence. This is in accordance with the

rationale for the Standard 4.2.b in the Resource Manual for the Principles of Accreditation of the Southern Association of Colleges and School Commission on Colleges (SACSCOC), which states: *"ensures a clear and appropriate distinction between the policy-making function of the board and the responsibility of the administration and faculty to administer and implement policy".*

The University Standing Committees for Edward Waters University are listed below:

- Academic Appeals Committee
- Athletics Committee
- Budget Committee
- Commencement, Convocation and University Events Committee
- Curriculum and Academic Review Committee (CARC)
- Facilities and Space Utilization Committee
- Institutional Effectiveness Committee
- Institutional Review Board (IRB)
- Online Learning Committee
- Philanthropy Committee
- Religious Affairs Committee
- Retention, Tenure and Promotion (RTP) Committee
- Strategic Enrollment and Retention Committee (Currently SERT)
- University Life Committee
- University Employee Relations and Professional Development Committee

The Edward Waters University Standing Committees List is maintained in the Office of the Provost and Senior Vice President for Academic Affairs.

ACKNOWLEDGMENT AND AGREEMENT
Edward Waters University Faculty Handbook

This is to acknowledge that I have received a copy of the Edward Waters University (the "University") Faculty Handbook and understand that it sets forth the terms and conditions of my employment as well as the duties, responsibilities, and obligations of employment with the University. I understand and agree that it is my responsibility to read the Faculty Handbook and to abide by the rules, policies, and standards set forth in the Faculty Handbook.

I also acknowledge that my employment with the University is not for a specified period of time and can be terminated at any time for any reason, with or without cause or notice, by me or by the University. I acknowledge that no oral or written statements or representations regarding my employment can alter the foregoing. I also acknowledge that only the University's Corporate Office has the authority to enter into an employment agreement--express or implied--providing for employment other than at will. I acknowledge that the promotion and tenure process is governed by the policies and procedures set forth in this Faculty Handbook.

I acknowledge receipt of EWU's Employee Handbook.

I also acknowledge that, except for the policy of at-will employment, the University reserves the right to revise, delete, and add to the provisions of this Faculty Handbook. All such revisions, deletions, or additions must be in writing and must be signed by an officer of the University. No oral statements or representations can change the provisions of this Faculty Handbook. I also acknowledge that, except for the policy of at-will employment, terms, and conditions of employment with the University may be modified at the sole discretion of the University with or without cause or notice at any time. No implied contract concerning any employment-related decision, term of employment, or condition of employment can be established by any other statement, conduct, policy, or practice.

Date:_____

Faculty Member Signature:_____

Faculty Member Name [printed]:_____

Emerging Eminence

EDWARD WATERS UNIVERSITY
EWU Tenure and Promotion Evaluation Form

Applicant's Name: _____

Department: _____ **Date:** _____

_____ **Pre -Tenure** _____**Tenure** _____ **Post-Tenure** _____**Promotion**

Evaluation Completed By:

_____ **University Retention, Tenure and Promotion Committee**

_____ **Provost and Senior Vice President for Academic Affairs**

_____ **President**

Below are the criteria and documentation that should be used to assess the candidate's eligibility for tenure and/or promotion.

Teaching Standard (70%)

- Quality of Course Syllabi
- Evidence that Students are Learning (i.e., graded papers, exam results, etc.)
- Effective Use of Methods and Technology
- Evidence of Teaching Activities beyond the Immediate Classroom
- Annual Student Evaluations
- Quality of Course Materials
- Quality of Exams and Assignments
- Assessment of Student Learning Outcomes, Quality Matters (for those who teach online courses)

Research/Professional Standard (20%)

- Publications in Professional and Refereed Journals,

- Scholarly Books, Chapters in Scholarly Books,
- Presentations at Scientific/Professional Meetings,
- Competitively Funded Research Projects

Service Standard (10%)

- Served actively on Institutional University, and/or Departmental Committees
- Evidence of Successful Student Recruitment and Retention Efforts
- Demonstrated Membership in Professional Organizations
- Demonstrated Community Service
- Provided Service to Professional Organizations
- Other

Total Points Awarded: _____

Tenure and/or Promotion Decision: ____ Approved ____Denied

Reviewed by: _____ Title: _____

Signature: _____ Date: _____

- - - -