FACULTY HANDBOOK
2022-2023

Emory, Virginia

Foreword

This *Handbook* has been prepared for the convenience of the faculty of Emory & Henry College. The materials in this *Handbook* cannot be assumed to apply to any other employees of Emory & Henry College. The *Handbook* is not an all-inclusive document. The ultimate authority regarding many matters discussed herein consists of official actions and policy statements of the Board of Trustees, the administration, and the faculty, acting either collectively or through its various committees. Faculty members are requested to become familiar with the regulations and practices described in the Emory & Henry College *Academic Catalog* and in the *Student Handbook.* The Board of Trustees and the Administration reserve the right to amend the policies, regulations, and practices contained in all employee handbooks, the *Academic Catalog,* and the *Student Handbook*.

While most policies and procedures in this *Handbook* apply to all academic units of Emory & Henry College, some policies are different in the School of Health Sciences. The appropriate Health Sciences program and School policies should be consulted in the case of such differences.

For policies that apply to all employees, including faculty, please consult the *Employee Information Manual.* For policies regarding faculty-student relations, please consult the *Student Handbook*.

Emory & Henry College is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, Georgia 30033-4097; 404-679-4500) to award bachelor's, master's, and doctoral degrees

This *Handbook* was edited by Michael J. Puglisi, Provost and Executive Vice President and A. Louise Fincher, Senior Vice President and Dean of the School of Health Sciences in August 2021, incorporating changes approved since 2015.

Accepted by Vote of the Faculty Senate May 12, 2022

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Mission, Vision, and Core Values of Emory & Henry College

"Increase in Excellence," the historic motto of Emory & Henry College, expresses our intention to be a learning community that moves toward fulfilling every student's potential. Bishop John EMORY, along with the founders of Methodism, symbolizes our belief in the union of faith and learning, while Governor Patrick HENRY symbolizes our commitment to freedom and civic virtue.

We affirm the Christian faith as our spiritual and moral heritage and encourage all our members to grow in faith as they grow in knowledge. We believe in the worth of each person's religious and cultural heritage, inasmuch as that heritage leads to service to others in our region and the larger world.

We affirm the liberal arts as our intellectual foundation for undergraduate, graduate and professional programs and believe that excellence results when everyone actively participates in the educational process. We challenge all persons to confront historical and contemporary ideas and issues and to develop the ability to think critically about all areas of human experience and to pursue research as appropriate.

These traditions provide the context for our pursuit of excellence, as we engage a diverse group of well-qualified persons in educational experiences that lead to lives of service, productive careers, and global citizenship.

Revised by the Emory & Henry College Community, Fall 2016.
Reaffirmed by the Emory & Henry Board of Trustees, October 29, 2016.

Vision Statement

Emory & Henry College will be a national leader in providing the highest quality liberal arts, graduate, and professional education that combines tradition and innovation as it fulfills our historic commitment to transform lives and to create positive social change in our region, our nation and the world.

Core Values

Civic Engagement. We expect ourselves to act individually and collectively to identify and address issues of public concern through active engagement and leadership in civic life and through professions that contribute to the public good, such as teaching

and health care. We encourage participation in community conversations, advocacy, service and public life at the local, national and international levels.

Vitality of Faith. We value our relationship with The United Methodist Church even as we welcome and respect persons with other faith views and commitments. We affirm the Christian faith as a guiding force in people's lives and encourage the expression of faith in service to others.

Academic Excellence. We cultivate the highest academic quality with innovative teaching, active learning, intensive mentoring, meaningful scholarship, and intellectual challenge. We value the many relationships that allow faculty and staff to meet students on their various paths and journey with them as we all increase in excellence.

Freedom of Inquiry. We affirm our academic freedom to pursue knowledge and to question ways of thinking and doing. Because we know that learning is a lifelong journey, we ask difficult questions and seek answers wherever they may lead.

Integrity. We accept the human necessity of making difficult choices as we uphold a high standard of truth and honor. Affirming the value of ethical reasoning, we recognize our responsibility to evaluate and respond to the consequences of decisions and actions.

Community and Diversity. We appreciate individuality and treat each other with respect and fairness. We nurture a caring community that focuses on the needs of its students, faculty and staff. We believe that being open to understanding others and participating in honest discourse builds tolerance and promotes diversity and acceptance.

Place. We value our place in the Appalachian region and affirm the importance of other places in the nation and the world. We work to preserve and nurture our environment and culture and to provide models of positive change as we consider our place in a larger world.

History and Tradition. We honor traditions and values that have shaped our college for more than 170 years. Civic engagement, the vitality of faith, and the transformative nature of education, among other traditions and values, will guide us as we move into the future.

Endorsed by the Emory & Henry College Board of Trustees on March 7, 2008; revised version approved by Board of Trustees March 29, 2014

Administrative Organization

The primary administrative officer of the College is the President. The President is directly responsible to the Board of Trustees. The primary academic officer of the College is the Provost. This position will be referred to as the Provost throughout the remainder of the Handbook. Diagrams of the administrative and divisional organization may be found in [Appendix B](#).

The Board of Trustees

The Board of Trustees (hereinafter referred to collectively as "Trustees") is the governing body of Emory & Henry College. Only the Trustees can amend the Charter of the College or the Bylaws. The Trustees identify institutional goals of the College and establish the general policies necessary to accomplish these goals. Implementation of Board policy is delegated to the President and, through them, to other members of the administration and faculty. Special standing representatives to the Trustees shall include a faculty representative, elected by the faculty annually in the spring to take office in the fall. This representative shall sit with the Board in all regularly scheduled or called meetings and may participate by having a voice but no vote.

The Executive Committee of the Board shall conduct any business on behalf of the College as may be necessary between regular meetings of the Board. The President of the College serves *ex officio* on the Executive Committee except with respect to presidential review. Such other Administrative Officer(s) as the President may call, with the permission of the Chairperson, shall serve as staff and resource persons. The membership of the Executive Committee shall include the Chairperson of the Academic Affairs Committee.

The Board of Trustees delegates much of its work to standing committees. The Academic Affairs Committee shall be chaired by a Trustee appointed by the Chairperson of the Board of Trustees. The Committee shall meet at least once each semester or upon request of the Provost or Chairperson of the Board, to review matters affecting the academic program and curriculum of the College or matters of interest and concern as may affect the faculty. The Provost serves as administrative liaison to the Academic Affairs Committee of the Board of Trustees.

The Trustees shall exercise sole authority for approving any academic changes which may affect the mission and policies of the College. The Trustees shall determine the policies of appointment and tenure for faculty, and shall elect the tenured faculty upon nomination by the President. The Trustees shall determine faculty salary scales. The Trustees shall have sole authority to remove tenured faculty from the College, subject to

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provisions of the tenure policy and proper legal procedures; approve and grant tenure to faculty; and promote and dismiss tenured faculty.

Administration

Complete position descriptions of all administrative and staff positions are on file in the Office of Human Resources. The development of administrative position descriptions (except for those defined by the Bylaws), and any changes in them, are the responsibility of the President and the Cabinet, which is composed of the President, the Provost and Executive Vice President, the Senior Vice President and Dean of the School of Health Sciences, the Vice-President for Business and Finance, the Vice President for Administration and General Counsel, and the Vice-President for Enrollment Management and External Affairs.

President

The President is the chief executive officer of the College. The President shall be appointed to or removed from office by the Board of Trustees. The President has the responsibility to supervise and direct the business operations and academic program(s) of the College, and report the general condition of its financial condition, endowment, fund-raising, physical plant, assets, admissions, enrollment, instruction, and changes in administrative or academic policies to the Trustees. The President shall sign offers of employment with all full-time members of the faculty and all other full-time employees of the College.

In performing these appointed functions, the President may delegate authority and responsibility to certain administrative officers, including the Provost and Executive Vice President, the Senior Vice President and Dean of the School of Health Sciences, the Vice-President for Business and Finance, the Vice President for Administration and General Counsel, the Vice-President for Advancement, the Vice-President for Enrollment Management and External Affairs, the Vice-President for Diversity, Equity and Inclusion, the Associate Vice President for Process and Effectiveness, the Chief Technology and Information Security Officer, the Director of Athletics, and the Director of Human Resources.

Upon recommendation of the President, the Board of Trustees shall designate an administrative officer of the College who shall supervise administrative functions in the absence or incapacity of the President.

The Trustees shall have authority to appoint or remove administrative officials of the College but may delegate this function to the President of the College.

The President nominates the Provost and the Vice-President for Business and Finance and makes the final recommendation to the Board of Trustees on matters concerning appointment, promotion, tenure, and salaries of faculty.

Provost

The Provost is the chief academic officer of the College, responsible to and reporting directly to the President. The Provost is the primary educational officer of the College and has overall responsibility for the quality and operation of the academic program of the College. Working with the School Deans, faculty committees, and academic departments, the Provost serves in a leadership capacity with respect to faculty personnel policies and their implementation, curriculum, academic budgets, teaching standards, faculty morale, student academic performance, faculty development, and all phases of campus life that bear directly on the academic program of the College. The Provost interviews all candidates for faculty positions and works with academic divisions and departments in filling vacancies.

The Provost, in consultation with the School Deans, who constitute the Provost's Council, establishes the roster of departments, programs, and centers, and the roster of faculty who comprise the membership of each department, program, and center.

The following persons report directly to and are supervised by the Provost: the School Deans, the Associate Provost for Academic Affairs, the Dean of Students, and the Dean of Student Success. The Director of Kelly Library, the Registrar, the Director of the van Vlissingen Center for Career and Professional Development, the Director of the Appalachian Center for Civic Life, the Director of the College Honors Program, the Director of International Studies, and the Director of the Bartlett-Crowe Field Station, also report to the Provost or designee. The Provost reviews the performance of these individuals annually.

The Provost serves as administrative liaison to the Academic Affairs Committee of the Board of Trustees.

Academic Organization

The general framework of the College and the lines of responsibility are described in the Bylaws of the College. These Bylaws provide that the President shall have responsibility for the academic program of the College. General supervision of the curriculum and the government and instruction of the student body, including such matters as admission requirements, curriculum, instruction schedules, and other requirements, are delegated under the Bylaws through the President to the Provost and to the faculty. The Provost shall advise the President in the formation of the faculty, the determination of the curriculum, and all interests under the Provost's direction.

The Academic Program of the College is organized into four Schools: the School of Arts & Sciences, the School of Business, the School of Nursing, and the School of Health Sciences. Each school is headed by a Dean who is charged with the administration of the school and with overseeing the strategic development of the programs contained therein. Descriptions of organizational structure and programs for each School are included in Appendices C, D, E, and F.

School Deans

The School Deans serve as the chief administrative officer of their respective School, and as such, the Deans are responsible for promoting the strategic vision of the College through the departments in the School. They provide vision and leadership for innovative program and curriculum development within the school while working with the other Deans to build relationships and explore opportunities for collaboration between the Schools.

In consultation with the Provost, the Deans establish the roster of departments, programs, and centers within the School, and the roster of faculty who comprise the membership of each. The Deans or their designees serve as the point person for the annual review of faculty Professional Development Plans and for the faculty evaluation, promotion, and tenure process for the School. They coordinate staffing resources and make recommendations for staffing allocations, oversee searches for approved hires and make recommendations for faculty appointments to the Provost.

The Deans are responsible for budget allocations within the School and among its constituent departments, including participating in fundraising efforts to support programmatic innovation where possible. The Deans coordinate the annual assessment of departments within the school.

Centers and Interdisciplinary Programs

Centers, interdisciplinary programs, individualized areas of concentration, and dual areas of concentration, in which several departments and more than one division may be involved, are administered by special directors, who report to the School Deans and the Provost. The responsibilities of Center and Program Directors may include the following:

1. Administration and management of the Center or Program curriculum;
2. Scheduling and facilitation of Center or Program faculty meetings;
3. Assurance of quality of instruction in the Center or Program;
4. Supervision of Center or Program academic advisement;
5. Recruitment of students;
6. Preparation of annual Center or Program budget requests;
7. Supervision of finances of the Center or Program;
8. Formulation of library budget requests and purchases;
9. Assignment and supervision of student assistants;
10. Preparation of the Center's or Program's Institutional Effectiveness Plan.

Appointment, Tenure, Rank, and Promotion

Academic Freedom

Emory & Henry College is dedicated to the protection of academic freedom through faculty appointment and the requirements of academic due process. The principles implicit in these regulations are for the benefit of all who are involved with or affected by the policies and programs of the institution.

The College was founded upon and continues to subscribe to the position that its institutional purpose is to promote educational excellence. The integrity of the individual and the integrity of the institution require that appointment to the faculty be accepted in the light of this position. Any interpretation of academic freedom that disavows or disregards this principle is contrary to the purposes of the College.

Specifically, Emory & Henry faculty are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties. Scholarship involving remuneration is subject to the constraints that apply to any outside employment. College faculty are entitled to freedom in the classroom in discussing their subject, but they should be careful to limit matter that has no relation to their subject.

College faculty are citizens, members of a learned profession, and officers of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As scholars and educational officers, they should remember that the public may judge their profession and their institution by their utterances. Hence they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should, when taking controversial positions, explain that they are not speaking for the institution. Grievances involving academic freedom should be handled in accordance with the procedures described in the Complaint Procedures in a latter section of the Handbook.

Many of the policies and procedures specified in this document are similar to those recommended by the American Association of University Professors (AAUP) and other similar organizations.

Kinds of Appointment

The instructional staff of Emory & Henry faculty consists of seven subgroups: (a) persons with tenure, (b) persons with tenure-track appointments, (c) persons with clinical appointments, (d) persons with continuing appointments, (e) persons with professional librarian appointments, (f) persons with visiting faculty status appointments, with standing as voting members of the faculty, (g) adjunct instructors,

who do not hold voting status. Details regarding these appointments are provided below.

Faculty appointments on the Emory Campus are typically 9 months in length. Faculty who are assigned additional roles and responsibilities may hold 10 or 11 month appointments. The 9 month faculty appointments do not accrue annual or sick leave. The 10 and 11 month appointments accrue sick leave, but not annual leave. Faculty in the School of Health Sciences and School of Nursing typically hold 12 month appointments, which accrue both annual and sick leave.

Tenured

Tenure is an arrangement under which faculty appointments at the College are continued until resignation, retirement, or disability, subject to dismissal for adequate cause or unavoidable termination on account of financial exigency or change in institutional program. Under normal circumstances, a tenured appointment is granted to a tenure-track faculty member who has completed the appropriate probationary period. The award of tenure is preceded by review in accordance with College policy and requires approval by the Board of Trustees, and shall be based on the faculty member's professional competence in teaching, scholarship, clinical practice (as appropriate), and service; performance of these responsibilities in accord with appropriate professional standards of ethical conduct; a potential for future contributions in a like manner; and the College's needs and resources. All such persons are members of the voting faculty.

The Board of Trustees, upon the recommendation of the President, may offer tenure to a faculty member or to an academic administrator holding faculty rank at the time of initial appointment provided that (1) the appointment is made at the rank of associate professor or professor, and (2) the candidate has earned tenure at their previous institution. In the case of initial appointments involving tenure, the time of the tenure review may be altered.

Tenure-Track

An individual who, because of scholarly or professional achievement, has demonstrated the potential to earn tenure may be granted a tenure-track appointment. All such persons are members of the voting faculty. Unless and until tenure is awarded, initial appointments are for one year, probationary, and renewable, subject to the terms of notification described below. Upon completion of the first full probationary year, tenure-track faculty may be renewed for one year subject to the terms of notification described below. The total of full-time teaching prior to the granting of tenure will not exceed seven years at Emory & Henry College.

All years of full-time probationary appointment at Emory & Henry College, regardless of rank, count toward tenure eligibility.

Tenure-Track Faculty with Experience

If a tenure-track faculty member has had *fewer than three years* of full-time service in a faculty rank at one or more other institutions, they may request that two years, one year,

or none be credited toward the probationary period for tenure. If a tenure-track faculty member has had *three or more years* of full-time service in a faculty rank at one or more other institutions, they may request that up to three years be credited toward the probationary period for tenure. Such requests are made in writing at the time of initial appointment and are binding. They should be directed to the Provost, who will then make a recommendation to the President.

All years of full-time probationary appointment at Emory & Henry College, regardless of rank, count toward tenure eligibility.

Non-Renewal of Tenure-Track Faculty

Except in the case of dismissal for cause, rules for non-renewal of tenure-track faculty are included here. Notice of non-reappointment will be given in writing.

- Year 1- Probationary
    - Non-renewal notification by March 1 or at least three months before termination
- Year 2
    - Non-renewal notification by September 1
- Year 3-6
    - Non-renewal notification at least 12 months before termination of appointment
    - and offered a terminal one-year appointment for the next academic year

Clinical Appointments

Clinical faculty are full-time, non-tenure-track faculty members with the same voting rights and benefits afforded to other full-time faculty. Such appointments are for one year, probationary, and renewable, subject to the terms of notification described below. Clinical faculty appointments are particularly common in academic programs subject to professional accreditation that require clinical teaching, clinical or fieldwork supervision, and/or clinical practice. The professional productivity expected of clinical faculty may or may not include scholarship, depending on the specific department and the accreditation requirements of their specific academic program.

An initial Clinical Appointment is tendered to represent confidence that the faculty member will meet expectations of performance at a high level. Initial appointments are for one year, probationary and renewable, and subject to the terms of notification described below. Upon completion of the first full probationary year, clinical faculty may be renewed for one or two years, probationary, and renewable, subject to the terms of notification described below. Those renewed for two years must have excelled in their first year based on annual review. Upon successful progression through the review process, based upon demonstrated excellence in teaching and acceptable achievement in the areas of service to the College, as defined in this document below, and scholarship/creative work (as appropriate), a clinical faculty member can be promoted from Assistant Professor to Associate Professor, and Full Professor. While faculty on Clinical Appointment are responsible for all three areas of review, of which teaching

effectiveness is always foremost, service that supports and furthers the strategic direction of the College is weighted more significantly than scholarship in ongoing evaluation. All persons on a Clinical Appointment are members of the voting faculty.

Clinical appointments can be converted to tenure track appointments.

Ongoing Clinical Appointments

Upon successful progression through the review process, described below, and successful progression to Associate Professor, continuing appointments are renewable at five year intervals.

Clinical Faculty with Experience

If a Clinical faculty member has had *fewer than three years* of full-time service in a faculty rank at one or more other institutions, they may request that two years, one year, or none be credited toward the probationary period for promotion. If a Clinical faculty member has had *three or more years* of full-time service in a faculty rank at one or more other institutions, they may request that up to three years be credited toward the probationary period for promotion. Such requests are made in writing at the time of initial appointment and are binding. They should be directed to the Provost, who will then make a recommendation to the President.

Non-Renewal of Clinical Appointments

Clinical appointments are expected to be renewable commitments. Performance on PDPs, curriculum/departmental needs, and credit hour production are the primary metrics used to evaluate continuing appointments. Terminating clinical appointments requires considerable and transparent evaluation. At the time of appointment, specific metrics used to evaluate a clinical faculty member will be shared with the appropriate Deans, Division Chairs, Department Chairs, and the individual faculty member. At each review, these metrics will be examined and communicated with the faculty member both as a discussion and in writing.

Except in the case of dismissal for cause, rules for non-renewal of clinical faculty are included here. Notice of non-reappointment will be given in writing.

- Year 1- Probationary
  - Non-renewal notification by March 1 or at least three months before termination
- Year 2
  - Non-renewal notification by September 1
- Year 3-6
  - Non-renewal notification at least 12 months before termination of appointment
  - and offered a terminal one-year appointment for the next academic year
- Beyond Year 6
  - Non-renewal notification by September 1 in the fifth year of the contract

- Offered a terminal one-year appointment for the next academic year
- Offered assistance from career services

Continuing Appointments

An initial Continuing Appointment is tendered to represent confidence that the faculty member will meet expectations of performance at a high level. Initial appointments are for one year, probationary and renewable, and subject to the terms of notification described below. Upon completion of the first full probationary year, continuing faculty may be renewed for one year, probationary, and renewable, subject to the terms of notification described below. pon successful progression through the review process, based upon demonstrated excellence in teaching and acceptable achievement in the areas of service to the College, as defined in this document, and scholarship/creative work a continuing faculty member can be promoted from Assistant Professor to Associate Professor, and Full Professor. While faculty on Continuing Appointments are responsible for all three areas of review, and teaching effectiveness is always foremost, service that supports and furthers the strategic direction of the College is weighted more significantly than scholarship in ongoing evaluation. All persons on a Continuing Appointment are members of the voting faculty.

Continuing appointments can be converted to tenure track appointments.

Ongoing Continuing Appointments

Upon successful progression through the review process, described below, and successful progression to Associate Professor, continuing appointments are renewable at five year intervals.

Continuing Faculty with Experience

If a continuing faculty member has had *fewer than three years* of full-time service in a faculty rank at one or more other institutions, they may request that two years, one year, or none be credited toward the probationary period for promotion. If a continuing faculty member has had *three or more years* of full-time service in a faculty rank at one or more other institutions, they may request that up to three years be credited toward the probationary period for promotion. Such requests are made in writing at the time of initial appointment and are binding. They should be directed to the Provost, who will then make a recommendation to the President.

Non-Renewal of Continuing Appointments

Continuing appointments are expected to be renewable commitments. Performance on PDPs, curriculum/departmental needs, and credit hour production are the primary metrics used to evaluate continuing appointments. Terminating continuing appointments requires considerable and transparent evaluation. At the time of appointment, specific metrics used to evaluate a continuing faculty member will be shared with the appropriate Deans, Division Chairs, Department Chairs, and the individual faculty member. At each review, these metrics will be examined and communicated with the faculty member both as a discussion and in writing.

Except in the case of dismissal for cause, the rules for non-renewal of continuing faculty are here. Notice of non-reappointment will be given in writing.

- Year 1- Probationary
    - Non-renewal notification by March 1 or at least three months before termination
- Year 2
    - Non-renewal notification by September 1
- Year 3-6
    - Non-renewal notification at least 12 months before termination of appointment
    - Offered a terminal one-year appointment for the next academic year
- Beyond Year 6 (5-Year Continuing Appointments)
    - Non-renewal notification by June 1 in the fifth year of the appointment
    - Offered a terminal one-year appointment for the next academic year
    - Offered assistance from career services

In addition, except in cases of dismissal for cause, terminating a continuing faculty position requires that that position not be filled for a period of at least two years. If the administration decides to fill the position, the position must first be offered to the faculty member who was previously in that position before other candidates can be considered.

Professional Librarians

A Professional Librarian Appointment is tendered to recognize the role of librarians in the academic life of the College and to serve as a mechanism for driving innovation and excellence in the Library. Such appointments are for one year, probationary, and renewable, subject to the terms of notification described below. Upon successful progression through the review process, based upon demonstrated excellence in librarianship and acceptable achievement in the areas of service to the College, as defined in this document, and scholarship/creative work a librarian can be promoted from Assistant Professor to Associate Professor, and Full Professor. While Professional Librarians are responsible for all three areas of review, and librarianship is always foremost, service that supports and furthers the strategic direction of the College is weighted more significantly than scholarship in ongoing evaluation. The appointment is renewable at five year intervals. All persons on a Professional Librarian Appointments are members of the voting faculty.

The College recognizes the Master's degree in Library Science or the equivalent from an ALA-accredited institution as the terminal degree for Professional Librarians.

If a Librarian faculty member has had fewer than three years of full-time service in a professional librarian position at one or more other institutions, they may request that two years, one year, or none be credited toward the probationary period for promotion. If a Librarian faculty member has had three or more years of full-time service in a professional librarian position at one or more other institutions, they may request that up to three years be credited toward the probationary period for promotion. Such requests are made in writing at the time of initial appointment and are binding. They should be directed to the Provost, who will then make a recommendation to the President.

Librarian appointments are expected to be renewable commitments. Performance on PDPs, librarianship and departmental needs are the primary metrics used to evaluate continuing appointments. Terminating librarian appointments requires considerable and transparent evaluation. At the time of appointment, specific metrics used to evaluate a librarian will be shared with the individual librarian. At each review, these metrics will be examined and communicated with the librarian both as a discussion and in writing.

Except in the case of dismissal for cause, the rules for non-renewal of librarians are here. Notice of non-reappointment will be given in writing.

- Year 1- Probationary
    - Non-renewal notification by March 1 or at least three months before termination
- Year 2
    - Non-renewal notification by September 1
- Year 3-6
    - Non-renewal notification at least 12 months before termination of appointment
    - Offered a terminal one-year appointment for the next academic year
- Beyond Year 6 (5-Year Librarian Appointments)
    - Non-renewal notification by June 1 in the fifth year of the appointments
    - Offered a terminal one-year appointment for the next academic year
    - Offered assistance from career services

Visiting & Faculty Status Appointments

Visiting faculty hold a full time appointment, serving for a defined term of one year, renewable up to three years total. If there is a need for visiting faculty to be transitioned to continuing, tenure track, or tenured, service to the institution will be counted toward their track. Such appointments are for one year, probationary, and subject to the terms of notification described below. Faculty status is awarded to persons whose job descriptions include both teaching and non-teaching roles (e.g., administrators, coaches, and athletic trainers who have classroom assignments in addition to their other responsibilities). The President of the College, in consultation with the Provost and the Faculty Hiring Committee, grants faculty status in such cases.

Persons with non-tenure-track appointments whose responsibilities include classroom teaching usually hold the rank of visiting instructor, visiting assistant professor, visiting associate professor and visiting full professor depending on the individual's qualifications (e.g., earned terminal degree and experience). As appropriate, titles such as lecturer, artist-in-residence, or distinguished scholar may also be used, though such titles do not automatically imply faculty status.

Depending on the specific nature of the individual's role, as described in a hire letter or job description, a non-tenure track member of the faculty may be bound by aspects of the College's *Employee Information Manual* that do not routinely apply to faculty.

Adjunct appointments

Persons who are engaged to teach on a per-course basis hold adjunct appointments. When appropriate, the Provost's Office may designate the individual as adjunct instructor, adjunct assistant professor, adjunct associate professor, or adjunct professor, depending on the individual's qualifications. Persons holding adjunct appointments do not have voting rights, unless specifically stated, and are not on a track for the award of tenure. However, they are obliged to meet faculty standards with respect to classroom responsibilities and relations with students. Adjunct faculty must meet the following requirements for undergraduate work. Graduate programs will have their own requirements, some of which will be discipline specific..

Recruitment and Appointment Procedures

Each initial appointment must be confirmed in a written notice to the appointee by the President in the case of tenured or tenure appointment or the Provost in the case of continuing, librarian, or clinical appointment. This notice must, when applicable, include determination of prior service at another institution to be credited toward the probationary period. This letter constitutes the employee's written terms of the initial employment.

The original document is filed in the President's office. A copy of the appointment document is filed in the Office of the Provost and in the Human Resources Office, and a copy is supplied to the faculty member. Any subsequent extensions or modifications of an appointment and any special understandings or any notices incumbent upon either party to provide is stated or confirmed in writing, and a copy is given to the employee.

Applicable terms of appointment are contained not only in the letter of appointment but also in the current Bylaws of the College. Changes in the terms of appointment are determined by the Board of Trustees.

Tenure Track, Tenured, Continuing, Librarian, and Clinical Positions

The terminal degree (the doctorate for most disciplines represented at the College) is usually required for initial appointment.

The School Deans, working within their leadership structures and in consultation with the Provost and the President, determine the need for instructional positions. As needs arise or as faculty positions become open, the Provost and the respective School Deans reevaluate positions to see whether they should be filled, and, if so, in what academic areas. The School Deans and the Provost, in consultation with appropriate departmental faculty, decide upon the description of each position and determine the qualifications a successful candidate must have. Candidates for full-time and part-time positions must be proficient in oral and written communication in the language of instruction. The Provost is ultimately responsible for all searches for academic positions, but they may delegate responsibility for searches to the appropriate School Dean. The Provost, in consultation with School Dean, departmental faculty, and the Human Resources Office advertises all positions nationally in appropriate publications.

A candidate who wishes to be considered for an appointment to a tenure-track, tenured, continuing, librarian, clinical or visiting faculty position must submit their dossier (cover letter, curriculum vitae, reference letters or contact information for references, and student evaluations, if any) as well as a statement of their philosophy of teaching, DEI statement and their views the value of a liberal arts education. All these documents should be submitted as outlined in the position announcement before the College invites a candidate to the campus for an interview.

The School Dean or designee reviews candidates before invitations for on-campus interviews are issued. When possible, each candidate for a tenured, tenure-track, clinical, or continuing position is required to make a presentation on a topic in their discipline to a group of instructors and students. The Provost (or designee), the School Dean, the Division Chair, the departmental faculty, and the Faculty Hiring Committee interview all candidates for tenured, tenure-track, continuing, librarian, or clinical positions.

Initial Appointment Documentation

The President, through the Provost, may offer a letter of appointment to the candidate after consultation with all those listed previously who interviewed the candidate.

Each initial appointment must be confirmed in a written notice to the appointee by the President and/or the Provost in the case of tenure-track, continuing, librarian, or clinical appointment. This notice must, when applicable, include determination of prior service at another institution to be credited toward the probationary period. This letter constitutes the employee's written terms of the initial employment.

The original document is filed in the President's office. A copy of the appointment document is filed in the Office of the Provost and in the Human Resources Office, and a copy is supplied to the faculty member. Any subsequent extensions or modifications of an appointment and any special understandings or any notices incumbent upon either party to provide is stated or confirmed in writing, and a copy is given to the employee.

Applicable terms of appointment are contained not only in the letter of appointment but also in the current Bylaws of the College. Changes in the terms of appointment are determined by the Board of Trustees.

Subsequent Appointment Documentation

Any subsequent extensions or modifications of an appointment and any special understandings or any notices incumbent upon either party to provide is stated or confirmed in writing, and a copy is given to the employee.

Applicable terms of appointment are contained not only in the letter of appointment but also in the current Bylaws of the College. Changes in the terms of appointment are determined by the Board of Trustees.

Visiting and Adjunct Positions

Candidates for visiting faculty positions must submit their dossier (cover letter, vitae, reference letters or contact information for references, and student evaluations, if any) as well as a statement of their philosophy of teaching, DEI statement and their views on teaching in a liberal arts college. The School Dean, in consultation with the Provost, issues invitations for on-campus interviews. The School Dean, the Division Chair, the departmental faculty, and the Faculty Personnel Committee interview all candidates for visiting faculty positions. The School Dean, in consultation with the Provost, may extend an offer of employment to the candidate after consultation with all those listed previously who interviewed the candidate. The letter of appointment will be issued by the Provost.

Searches for adjunct faculty members are initiated by the department chair in consultation with the School Dean. Credentials for all candidates for adjunct positions must be reviewed by the Provost's Office to ensure compliance with standards of the Southern Association of Colleges and Schools Commission on Colleges. The School Dean may authorize the hiring of the successful candidate. Adjunct faculty are hired on a semester by semester contract and do not go through an annual review process.

Appointment Documentation

The letter of initial appointment will be issued by the Provost. Notification or changes in appointment will be documented in a letter from the President.

Rank

Academic rank is afforded to qualified individuals whose primary assignment is to teaching/librarianship, scholarship/creative work, and service. The following general considerations apply to appointment or promotion to faculty ranks:

Instructor

Initial Appointment as Instructor

There are three types of instructor appointments. Initial appointments for instructors are at the instructor level. Instructors can be promoted to senior instructor and then to distinguished senior instructor.

This rank is given to individuals with teaching or librarian appointments who have not completed the terminal degree in their disciplines. Appointment to the rank of Clinical Instructor requires an earned master's degree and may also require professional license/certification and/or clinical or professional experience in the individual's discipline. Appointment to the rank of Instructor of Library and Information Science for librarians requires the candidate to be in progress towards a Master's degree in Library Science or the equivalent. Typically, continuing, librarian, and clinical faculty members are given this rank prior to the completion of their terminal degrees or during their first six years of service.

Promotion within Instructor Title

Instructors can be promoted to senior instructor. Normally, a candidate must serve at least six complete years on full-time appointment before promotion to senior instructor. After twelve years of service, with at least six years as a senior instructor, senior instructors can be promoted to distinguished senior instructor. The criteria for promotion to senior instructor parallels that of a tenure-track, continuing, or clinical position in terms of teaching to the institution. Specific criteria are outlined in each school's PDPs. The hiring letter will specify specific criteria and expectations for teaching, scholarship, and service. Promotion materials and PDPs will be evaluated in line with the hiring letter.

Promotion from Instructor to Assistant Professor

In the event that an individual employed as part of a tenure-track, continuing, librarian, or clinical appointment search is still seeking a terminal degree at the onset of their employment, they will hold the title of **instructor** until completion of the terminal degree. Upon successful completion of the terminal degree, the instructor is promoted to assistant professor or clinical assistant professor. Years of previous institutional experience counted toward the faculty member's new status and rank along with the teaching, scholarship, and service components, will be negotiated at the time of promotion between the faculty member and the School Dean and/or Provost.

Assistant Professor

Initial Appointment as Assistant Professor

At Emory & Henry College, assistant professor is the usual entry-level rank for a tenure-track, continuing, librarian, or clinical candidate who has completed the appropriate terminal degree. There is no minimum number of years in academic service required.

Promotion to Associate Professor

Associate professor is a rank of distinction which is attained through successful performance of assigned duties. Normally, a candidate must serve at least six complete years on full-time appointment before promotion to associate professor. Prior faculty service at other colleges or universities or prior service in appropriate professional activities may qualify for consideration in meeting the requirement for years in rank for promotion.

A candidate for associate professor should demonstrate excellence in teaching/librarianship. Excellence in teaching includes a candidate's mastery of the subject matter of their field and the ability to apply it well to teaching. Excellence in librarianship includes performance in the library as well as a demonstration of work or initiatives having a significant impact on library services, collections, and or student learning outcomes. Additionally, the candidate should have established an ongoing pattern of scholarly development, as appropriate to the appointment. That is, the candidate should have contributed to their area of specialization or professional life,

typically through significant scholarly or creative work. A candidate for promotion to associate professor should show a history of effective service to the campus community, especially through significant service on departmental, school and College committees, in faculty administrative positions, and through participation in innovative initiatives that support the strategic vision of the College. In sum, through their teaching or librarianship, scholarly and professional activities, and College and community service, the candidate should be able to demonstrate emerging stature as an authority in their disciplinary field of specialty.

A candidate who is especially meritorious may be recommended for early promotion by the School Dean with the support of the Provost.

Associate Professor

Initial Appointment as Associate Professor

Associate professor is a rank of distinction which is attained through successful performance of assigned duties. Appointment to the rank of associate professor requires an earned doctorate or appropriate terminal degree in the field of teaching or librarianship as well as a substantial record of achievement in teaching/librarianship, scholarship, publication, service, and other professional activities. Appointment to the rank of clinical associate professor requires an established record of successful teaching, clinical practice or supervision, and professional service. Scholarship may not be required for clinical associate professors, depending on the faculty member's specific department and the accreditation requirements of their specific academic program.

New untenured faculty hired at the rank of associate professor on the tenure-track may not continue at this rank beyond four years. That is, when an individual with extensive service at another institution is employed at the College as an untenured associate professor, the individual is informed early in their third year that the fourth year will be the terminal year, or that the College will award tenure.

Promotion to Professor

Professor is a rank requiring professional peer-recognition of the individual as an authority in their field. A candidate must be recognized by associates as an excellent teacher or librarian and a capable scholar or artist, where appropriate based upon the type of appointment. Therefore, it is expected that peers within and outside the College will attest to the candidate's high professional standing.

A candidate for professor should demonstrate significant involvement in teaching or librarianship; scholarship, clinical expertise, or creative work service to the College and/or their profession; and should also have a record of participation in professional life and in departmental and College affairs. By means of such activity, a candidate for the College's highest academic rank should have a respected reputation in the disciplinary field of specialty.

Professor

Initial Appointment as Professor

Professor is a rank requiring professional peer-recognition of the individual as an authority in their field. All appointments to the rank of professor normally require a terminal degree in the field of teaching or librarianship (usually the earned doctorate) and a minimum of twelve years' teaching or librarianship experience, with at least six years as associate professor. A candidate who is especially meritorious may be recommended for early promotion by the School Dean with support of the Provost.

Special Appointments

The President, in consultation with the Provost, the appropriate School Dean, and appropriate departmental faculty, may recruit and appoint non-tenure-track teachers to special positions such as lecturer, instructor, artist-in-residence, or distinguished scholar.

Emeritus Status

Faculty emeritus status is recognition of continuing membership in the College community after the faculty member has retired from active service. It is awarded to faculty (1) who are tenured and hold the rank of either associate or full professor at the time of retirement, and (2) who have served the College faithfully for at least fifteen years. The President's recommendation to the Board of Trustees regarding emeritus status shall be preceded and informed by a review and recommendation from the Tenure & Promotion Committee and the Provost.

General Review Policies

Confidentiality and the right of faculty members to express their viewpoints openly without fear of retaliation shall be the hallmarks of the tenure and/or promotion process. Deliberations shall be confidential to the extent permitted by law, as shall all documents and testimonies involved at the various levels of the promotion and tenure process. If a recommendation is forwarded, all copies of a candidate's dossier shall be destroyed after the deliberations are completed, except for the copy filed permanently in the Office of the Provost. This copy is subject to legal review only under certain conditions.

Right of Appealing Review Procedures

Faculty have the right to respond in writing to the President with regard to the results of any of the College's review procedures and to appeal to the Senate Subcommittee on Faculty Status and Grievance concerning procedural matters only. The petition shall set forth in detail the nature of the appeal. It shall contain any factual or other data which the petitioner deems pertinent.

The Senate Subcommittee on Faculty Status and Grievance will have the right to decide whether the facts merit a detailed investigation. Submission of a petition will not

automatically entail investigation or detailed consideration. The Senate Subcommittee on Faculty Status and Grievance will be concerned solely with the procedures which were used to reach the decision being appealed. It will not attempt to adjudicate the differences of opinion regarding the appropriateness of a decision. The Senate Subcommittee on Faculty Status and Grievance makes its report on whether or not procedures were followed to the Provost and the President, to whom the petitioner will be provided an opportunity to present their case. In cases where the President is involved in the procedural problem, the full report shall be forwarded to the Academic Affairs Committee of the Board of Trustees.

Criteria for Review

Reviews are based on merit. Candidates should demonstrate excellence in teaching or librarianship and have acceptable achievement in the areas of scholarship/creative work and service. Those responsible for evaluating the professional success and development of the tenured, tenure-track, continuing, librarian, and clinical faculty should measure candidates for promotion and/or tenure against these weighted criteria: Teaching effectiveness (or librarianship), Scholarship, and Service. While Teaching effectiveness (or librarianship) is always rated at a minimum of 50%, the balance between the criteria may vary depending upon the individual faculty For continuing appointment faculty, service to the College in support of the institution's strategic priorities is weighted more heavily than is scholarship. Independent of a candidate's qualifications, the College considers other pertinent factors such as programmatic needs and strategic priorities of the College. Credit is also given for contributions above and beyond specifically-assigned duties.

Teaching Effectiveness

The primary activity of Emory & Henry College is the instruction of students. Therefore, the careful evaluation of teaching is essential. Because of the difficulty of evaluating teaching effectiveness, reviewers are urged to consider as many relevant measures as possible in appraising a candidate for promotion or tenure. The assessment of each candidate's success in this area is delineated in their respective school's PDP rubric.

Measures could include but are not limited to the consideration of the candidate's knowledge of the subject and professional growth in the field of specialization; the candidate's own statement of teaching philosophy; the quality of the candidate's teaching as indicated by peer and student evaluations and teaching awards; performance of the candidate's students on standardized tests or in subsequent classes; the candidate's contributions to the academic advising of students; the candidate's development of new courses and curricula; and the quality of the candidate's direction of internships, practica, and independent study projects.

Librarianship

Librarians perform a multifaceted role within the academic life of the College with direct impact on curriculum, course materials, research support, and instruction. This criterion encompasses the professional work performed by librarians based on projects or initiatives having a significant impact on library services, collections, and or student

learning outcomes. It also includes the delivery and evaluation of library instruction. The assessment of each candidate's success in this area is delineated in the Librarian PDP rubric.

Scholarship

This criterion recognizes that sound scholarship supports and permits sound teaching. Scholarly research and study, publications, grant proposals, discipline specific accreditation documentation, public artistic performances and exhibits, and participation in sessions or on panels in programs of intellectual renewal attest to the candidate's efforts to maintain vitality in the academic community. The assessment of each candidate's success in this area is delineated in their respective school's PDP rubric.

A tenured, tenure-track, continuing, librarian, or clinical faculty member has an obligation to contribute to their discipline through applied and/or basic scholarship, through creative endeavors, or through interpretive scholarship as appropriate.

Scholarship and creative work ordinarily can be documented by a candidate's publications, subjected to critical review by other scholars as a condition of publication should carry more weight in the promotion and/or tenure decision than other forms of publication. Nevertheless, all forms of publication, including articles intended for a non-academic audience, should be considered, provided they are of high quality in relation to the purpose intended. Scholarly papers subjected to peer review and delivered at a regional or national conference and creative work subjected to peer review and performed or exhibited on a regional or national level carry more weight than work done on a local level.

Pedagogical material published by the candidate and successful efforts in obtaining extramural support for scholarship/creative work as well as for teaching and college programs should also be positively considered in evaluation of the candidate. Likewise, the development of program materials (e.g., curriculum and course materials, assessment plans, assessment instruments) to meet the requirements for discipline specific accreditation should be viewed positively in evaluation of the candidate.

Service

This criterion recognizes the importance of service to the success of the College as it supports and permits sound teaching. Although the teaching and academic performance of a candidate plays the primary role in supporting their candidacy for promotion or tenure, those conducting the evaluation should consider the benefit to the College of institutional service. The assessment of each candidate's success in this area is delineated in their respective school's PDP rubric.

College service includes but is not limited to participating in departmental, divisional, School, and College governance through administrative posts and committee work, assisting in the implementation of new academic programs, student advising, student recruitment and admissions activities, contributions to initial and ongoing accreditation work, and involvement in student activities. Service that promotes and supports the College's strategic initiatives is particularly encouraged. Reviewers should note particularly distinctive contributions to College life on the part of the candidate. Service

and involvement in a professional organization on behalf of the College or to improve one's profession should also be included in this criteria. In keeping with the College's Mission Statement, community service may also play a significant role in tenure and promotion decisions.

Leaves of Absence and Eligibility for Promotion and Tenure

For an untenured faculty member, neither paid nor unpaid leave counts toward tenure. For a tenured faculty member, leave with pay (including fractional pay for full-year sabbatical) counts toward promotion, but unpaid leave does not.

Quotas & Institutional Assessments

Emory & Henry College has established no fixed quotas for tenured positions or for the various professorial ranks.

There will be biennial reviews conducted by the DEI office in conjunction with Human Resources to evaluate equity outcomes in terms of appointment type and rank. This report will be made available to the campus community and to job candidates.

Annual Reviews

Professional Development Plans (PDPs) and other review materials should be submitted by June 1 for the Emory Campus and September 1 for the Marion Campus. The contents of the PDPs and review materials are described in Appendix I-2.

Division or Program Directors review the PDPs, meet with the faculty in their divisions or programs, and make a report to the School Dean.

PDPs must demonstrate fulfillment of expectations in all areas of performance (e.g., teaching, scholarship as appropriate, and service.) All serious problems should be noted in improvement plans. Improvement plans may be stipulated to address deficiencies. Failure to address deficiencies may lead to termination.

Periodic Reviews

Periodic Reviews of Persons with Tenure-Track Appointments

These reviews are conducted during the fall semester. For specific dates, see Appendix I-1. The administration and the Tenure and Promotion Committee coordinate their reviews of tenure-track faculty members holding probationary appointments. In the years that both groups review a candidate, the Tenure and Promotion Committee's evaluation precedes the administrative review, and the Committee enters a written record of this evaluation in the candidate's personnel file.

These meetings, intended to evaluate the work of individual tenure-track faculty members, shall take place in an atmosphere of support for faculty development and for the purpose and needs of the College.

Each person involved in the review process is expected to be familiar with the criteria on which such recommendations may be made and to exercise great care that inappropriate criteria play no part.

For the contents of the dossier for all tenure-track reviews, as well as the timeline for review processes, see Appendix I.

Two-Year Review

The appropriate Division Chair (or equivalent) and/or School Dean interviews and evaluates faculty members in year two of appointment. At the end of the interviews, the direct supervisor and/or School Dean summarizes the evaluation of the tenure-track faculty member and indicates any conditions imposed or agreements reached. The tenure-track faculty member receives a written record of the summary, with a copy going into their personnel file. The College reserves the right to reschedule the review of any tenure-track faculty member if necessary.

Four-Year Review

The School Dean, and the Tenure and Promotion Committee interview and evaluate the faculty members in year four using the items listed in Appendix I. After reviewing the candidate's dossier, the Tenure and Promotion Committee presents its recommendation to the Provost. The committee is advisory to the Provost.

At the end of the four-year interviews, the Provost summarizes the evaluation of the tenure-track faculty member and indicates any conditions imposed or agreements reached. The tenure-track faculty member receives a written record of the Provost's summary, with a copy going into their personnel file. The College reserves the right to reschedule the review of any tenure-track faculty member if necessary.

Six-Year Review

The Provost, the School Dean, and the Tenure and Promotion Committee interview and evaluate the faculty members in year six using the items listed in Appendix I. After reviewing the candidate's dossier, the Tenure and Promotion Committee presents its recommendation to the Provost. The committee is advisory to the Provost and the President. After receiving the recommendation of the Tenure and Promotion Committee, the Provost presents the Committee's recommendation and their own recommendation to the President, who is responsible for recommending candidates for tenure and promotion to the Board of Trustees. When the President and the Provost disagree with the Tenure and Promotion Committee's recommendation with regard to tenure or promotion, they shall consult with the Committee to seek further information or clarification before finalizing their decision. Recommendations for tenure are made to the Board of Trustees at their spring meeting.

Non-Renewal

A tenure-track faculty member who is not told during their sixth year that the Board of Trustees has approved their tenure will receive written notification in their sixth year that the seventh year of service will be the terminal year.

Periodic Reviews of Persons with Tenure

Post-Tenure

Any subsequent extensions or modifications of an appointment and any special understandings or any notices incumbent upon either party to provide is stated or confirmed in writing, and a copy is given to the employee.

Applicable terms of appointment are contained not only in the letter of appointment but also in the current Bylaws of the College. Changes in the terms of appointment are determined by the Board of Trustees.

Post-Tenure Reviews

After a faculty member has completed tenure, they are still responsible for annual PDPs (see Appendix I-3).The main purposes of post-tenure evaluations are to support faculty development and improve instruction. All teachers at the College are evaluated by students through classroom teaching evaluations, and by peers through visitations to their classrooms and election to College committees and positions of respect.

Tenured faculty will be evaluated every fifth year.

For the contents of the dossier for all post-tenure reviews, as well as the timeline for review processes, see Appendix I.

Periodic Reviews of Persons with Clinical, Continuing, & Librarian Appointments

These reviews are conducted during the fall semester. For specific dates, see Appendix I-1.

The administration and the Tenure and Promotion Committee coordinate their reviews of clinical faculty, continuing faculty, and librarians holding probationary appointments. In the years that both groups review a candidate, the Tenure and Promotion Committee's evaluation precedes the administrative review, and the Committee enters a written record of this evaluation in the candidate's personnel file.

These meetings, intended to evaluate the work of individual clinical faculty, continuing faculty, and librarians members, shall take place in an atmosphere of support for faculty development and for the purpose and needs of the College.

Each person involved in the review process is expected to be familiar with the criteria on which such recommendations may be made and to exercise great care that inappropriate criteria play no part.

For the contents of the dossier for all clinical, continuing, and librarian reviews, as well as the timeline for review processes, see [Appendix I](#).

Nomination

It is the responsibility of the Provost to identify all candidates for periodic review. In order to be considered for promotion, an eligible candidate must be nominated by their Department Chair, Program Chair, Division Chair, School Dean, or the Provost; or a potential candidate may request consideration directly. Letters of nomination or requests for promotion should arrive in the Office of the Provost on the date as listed in Appendix I on the Review page of the Faculty Appointments Book.

Two-Year Review

The appropriate School Dean interviews and evaluates faculty members in year two of appointment. At the end of the interviews, the School Dean summarizes the evaluation of the clinical faculty, continuing faculty, or librarians and indicates any conditions imposed or agreements reached. The faculty member receives a written record of the School Dean's summary, with a copy going into their personnel file. The College reserves the right to reschedule the review of any faculty member if necessary.

Four-Year Review

The School Dean, and the Tenure and Promotion Committee interview and evaluate the faculty members in year four using the items listed in Appendix I. After reviewing the candidate's dossier, the Tenure and Promotion Committee presents its recommendation to the Provost. The committee is advisory to the Provost.

At the end of the four-year interviews, the Provost summarizes the evaluation of the faculty member and indicates any conditions imposed or agreements reached. The faculty member receives a written record of the Provost's summary, with a copy going into their personnel file. The College reserves the right to reschedule the review of any faculty member if necessary.

Subsequent Reviews

Upon successful completion of the four year review, faculty members on continuing, librarian, and clinical appointments will be renewed for an additional five year appointment, with review falling in year four of that appointment. Additional information can be found in Appendix I-1 - Appendix I-4.

Any subsequent extensions or modifications of an appointment and any special understandings or any notices incumbent upon either party to provide is stated or confirmed in writing, and a copy is given to the employee.

Applicable terms of appointment are contained not only in the letter of appointment but also in the current Bylaws of the College. Changes in the terms of appointment are determined by the Board of Trustees.

Faculty members on continuing, librarian, or clinical appointments are eligible to apply for promotion to associate professor in year six or at any time thereafter. At that time, the faculty member repeats the review process completed in year four. Likewise, continuing, librarian, and clinical faculty are eligible to apply for promotion to full professor in year twelve or at any time thereafter. The Provost presents the recommendation for promotion to the President, who is responsible for recommending candidates for promotion to the Board of Trustees.

The Board of Trustees grants promotion in rank. The Provost shall provide candidates with timely notification of (a) the Provost's and President's intent with regard to making a recommendation to the Board of Trustees, and (b) the Board's actions relating to such recommendations. Tenure and promotion recommendations are made to the Board of Trustees at their spring meeting.

Non-tenure-track teaching faculty on term appointments and Staff Members Holding Faculty Status

Non-tenure-track teaching faculty on a term appointment in excess of one year and staff members holding faculty status receive careful review of their teaching during their first semester at the college by respective department or program chairs. In addition, they receive formal reviews during the spring of the second year of the individual's faculty status appointments, and at two year intervals thereafter for as long as the individual holds such an appointment. Materials for these reviews should be submitted in February. The specific date the dossiers are to be submitted will be listed in the letter sent to each faculty member up for this review.

For the contents of the dossier for reviews of all non-tenure-track teaching faculty on term appointments and staff members holding faculty status, as well as the timeline for review processes, see Appendix I-1 and Appendix I-5.

Promotion

Promotion is based on merit. Candidates should demonstrate excellence in teaching and have acceptable achievement in the areas of scholarship/creative work and service. Those responsible for evaluating the professional success and development of the tenured, tenure-track, continuing and clinical faculty should measure candidates for promotion against these weighted criteria: Teaching effectiveness, Scholarship, and Service. Each department, in collaboration with its school dean, determines its own proportions for these criteria; however, teaching effectiveness is always rated at a minimum of 50%, as teaching is the primary duty of Emory & Henry Faculty. For continuing appointment faculty, service to the College in support of the institution's strategic priorities is weighted more heavily than is scholarship. Independent of a candidate's qualifications, the College considers other pertinent factors such as programmatic needs and strategic priorities of the College. Credit is also given for contributions above and beyond specifically-assigned duties.

Tenured/Tenure-Track

Tenure-track faculty are eligible to be considered for tenure following their probationary period. The total of full-time teaching prior to the granting of tenure will not exceed seven years at Emory & Henry In order to be considered for tenure, an eligible candidate must be nominated by their Department Chair, Division Chair, School Dean, or the Provost; or a potential candidate may request consideration directly. Letters of nomination or requests for promotion should arrive in the Office of the Provost by September 1.

After reviewing the candidate's dossier, the Tenure and Promotion Committee presents its recommendation to the Provost. The committee is advisory to the Provost and the President. After receiving the recommendation of the Tenure and Promotion Committee, the Provost presents the Committee's recommendation and their own recommendation to the President, who is responsible for recommending candidates for tenure and promotion to the Board of Trustees. When the President and the Provost disagree with the Tenure and Promotion Committee's recommendation with regard to tenure or promotion, they shall consult with the Committee to seek further information or clarification before finalizing their decision. The Board of Trustees grants tenure and promotion. The Provost shall provide candidates with timely notification of (a) the Provost's and President's intent with regard to making a recommendation to the Board of Trustees, and (b) the Board's actions relating to such recommendations. Tenure and promotion recommendations are made to the Board of Trustees at their March meeting.

Clinical, Continuing, & Librarian Appointments

Faculty members on Clinical, Continuing, and Librarian Appointments are eligible to apply for promotion to associate professor in year six or at any time thereafter. Likewise, Clinical, Continuing, and Librarian faculty are eligible to apply for promotion to full professor in year twelve or at any time thereafter. The faculty member submits a dossier by the date outlined in Appendix I. The Provost presents the recommendation for promotion to the President, who is responsible for recommending candidates for promotion to the Board of Trustees.

The Board of Trustees grants promotion in rank. The Provost shall provide candidates with timely notification of (a) the Provost's and President's intent with regard to making a recommendation to the Board of Trustees, and (b) the Board's actions relating to such recommendations. Tenure and promotion recommendations are made to the Board of Trustees at their March meeting.

A probationary faculty member who is not told during their fourth year the appointment will be renewed must assume that the fifth year of the appointment will be the terminal year. Beyond the probationary period, a continuing or clinical faculty member, or professional librarian, will be informed in writing during their fourth year that their appointment is to be renewed.

For the contents of the dossier for all continuing or clinical appointments reviews, as well as the timeline for review processes, see Appendix I-1 and Appendix I-4.

Faculty Appellate Provisions

Faculty have the right to respond in writing to the President with regard to the results of any of the College's review procedures and to appeal to the Senate Subcommittee on Faculty Status and Grievance concerning procedural matters only. The petition shall set forth in detail the nature of the appeal. It shall contain any factual or other data which the petitioner deems pertinent.

The Senate Subcommittee on Faculty Status and Grievance will have the right to decide whether the facts merit a detailed investigation. Submission of a petition will not automatically entail investigation or detailed consideration. The Senate Subcommittee on Faculty Status and Grievance will be concerned solely with the procedures which were used to reach the decision being appealed. It will not attempt to adjudicate the differences of opinion regarding the appropriateness of a decision. The Senate Subcommittee on Faculty Status and Grievance makes its report on whether or not procedures were followed to the Provost and the President, to whom the petitioner will be provided an opportunity to present their case. In cases where the President is involved in the procedural problem, the full report shall be forwarded to the Academic Affairs Committee of the Board of Trustees.

Termination

Termination of Probationary Faculty

Tenure Track

A tenure-track faculty member who is not told during their sixth year that the Board of Trustees has approved their tenure must assume that the seventh year of service will be the terminal year.

Continuing

A probationary faculty member who is not told during their fourth year the appointment will be renewed must assume that the fifth year of the appointment will be the terminal year. Beyond the probationary period, a continuing, librarian, or clinical faculty member, or professional librarian, who is not told during their fourth year in the current contract that they will be renewed must assume that the fifth year of the contract will be the terminal year.

Termination for Cause of Tenured Faculty

After a faculty member successfully completes the probationary period, appointments are with continuous tenure. Once a teacher attains tenure, their service at Emory & Henry will not be terminated, except in the case of retirement, only for adequate cause. Adequate cause shall include, but shall not be limited to, the following: violation of Article XI of the Bylaws of the College; conviction of a felony or a misdemeanor crime directly related to the faculty member's fitness to practice their profession; physical

abuse or threat of abuse of another member of the College; sexual harassment of a student or College employee; use of narcotics or intoxicants which impairs the faculty member's fulfillment of departmental and institutional duties and responsibilities; falsification of information on an employment application or other information concerning qualifications for a position; incompetence or dishonesty in teaching or scholarship; willful failure to perform the duties and responsibilities for which the faculty member was employed; refusal or continued failure to comply with the policies of the institution or to carry out specific assignments, when such policies or assignments are reasonable and nondiscriminatory; discontinuance of the courses or program for which the faculty member is employed to teach; and institutional financial exigency. Termination because of financial exigency shall be demonstrably *bona fide;* the College will explore all alternatives to termination before it reaches a decision to terminate because of institutional financial exigency.

The President, Provost, the School Dean, and Tenure and Promotion Committee must consider any proposal for the termination for cause of a tenured faculty member, unless the faculty member waives this right of review. In cases of termination for cause, the tenured faculty member shall receive a statement of the charges raised and shall have the opportunity to appeal the decision to the President and to the Academic Affairs Committee of the Board of Trustees. An advisor of the faculty member's own choosing may serve as counsel and may accompany them to the appeal hearing. A recorder shall keep a full record of the hearing and make it available to all parties concerned. Tenured faculty members who are dismissed for reasons of financial exigency or discontinuance of the courses or program for which the faculty member is employed to teach shall receive their base salary for a full contract year after the date of notification of intended dismissal, whether or not the College continues them in their duties at Emory & Henry. The decision of the Board of Trustees in all cases in dispute shall be final.

Termination for Cause of Continuing, Librarian, and Clinical Faculty

Faculty members on continuing, librarian, or clinical appointments may be terminated at any time for adequate cause. Adequate cause shall include, but shall not be limited to, the following: violation of Article XI of the Bylaws of the College; conviction of a felony or a misdemeanor crime directly related to the faculty member's fitness to practice their profession; physical abuse or threat of abuse of another member of the College; sexual harassment of a student or College employee; use of narcotics or intoxicants which impairs the faculty member's fulfillment of departmental and institutional duties and responsibilities; falsification of information on an employment application or other information concerning qualifications for a position; incompetence or dishonesty in teaching, librarianship, or scholarship; willful failure to perform the duties and responsibilities for which the faculty member was employed; refusal or continued failure to comply with the policies of the institution or to carry out specific assignments, when such policies or assignments are reasonable and nondiscriminatory; any act not in the best interest of the College as determined in the sole discretion of the College, and discontinuance of the courses or program for which the faculty member is employed to teach.

Termination for Cause of Visiting Faculty

Visiting or Term faculty members may be terminated at any time for adequate cause. Adequate cause shall include, but shall not be limited to, the following: violation of Article XI of the Bylaws of the College; conviction of a felony or a misdemeanor crime directly related to the faculty member's fitness to practice their profession; physical abuse or threat of abuse of another member of the College; sexual harassment of a student or College employee; use of narcotics or intoxicants which impairs the faculty member's fulfillment of departmental and institutional duties and responsibilities; falsification of information on an employment application or other information concerning qualifications for a position; incompetence or dishonesty in teaching, librarianship, or scholarship; willful failure to perform the duties and responsibilities for which the faculty member was employed; refusal or continued failure to comply with the policies of the institution or to carry out specific assignments, when such policies or assignments are reasonable and nondiscriminatory; any act not in the best interest of the College as determined in the sole discretion of the College, and discontinuance of the courses or program for which the faculty member is employed to teach.

Policies

Open Door Policy

It is the policy of Emory & Henry College that all employees be treated fairly and equitably. A faculty member who has a job-related complaint, or has been disciplined, may seek the advice of the Senate Subcommittee on Faculty Status and Grievance. Should that person feel that the problem has not received fair and equitable treatment, they may bring the problem directly to the attention of the President, though only after all avenues in the general grievance procedure have been exhausted.

Equal Opportunity Policy

See *Employee Information Manual*

Employment of Relatives

See *Employee Information Manual*

Consensual Amorous Relationships Policy

Consensual sexual and/or romantic relationships are prohibited between a student and any member of the faculty (or other instructional staff member) who teaches, supervises, evaluates, or otherwise is in a position to exercise authority over the student. Efforts by faculty members to initiate these relationships are also prohibited.

Consensual sexual and/or romantic relationships between a student and any member of the faculty who is not in a position to exercise direct power or authority over that student are strongly discouraged. The asymmetry of the faculty-student relationship means that any sexual/ romantic relationship between a faculty member and a student is potentially exploitative.

Outside Employment Policy

A faculty member employed full-time by Emory & Henry College is expected to provide full professional time and attention during the academic year to their position. A faculty employee may undertake additional paid outside employment, on a limited basis, which will clearly contribute to, or reflect positively on their scholarly and professional standing, provided that such employment does not interfere with their service obligations to the College.

For purposes of this section outside employment is defined as compensated activities, which are related to the faculty member's academic specialty, but which involve

persons, organizations, or agencies other than Emory & Henry College programs administered through or sponsored by an outside entity. This policy permits a faculty member who is employed full-time to provide direct professional services, to accept an appointment in another institution to teach one course, and/or to serve as a consultant to entities outside of Emory & Henry College under specific conditions designed to protect the academic programs of the College and the welfare of the faculty.

All outside remunerative employment undertaken during the academic year or while the faculty member is employed full-time must be agreed to by the Division or Program Chair, and the respective School Dean. It is the responsibility of each full-time faculty member to advise their Division, Department, or Program Chairperson or Director, and School Dean regarding outside employment before the start of any compensated work by utilizing a standardized advisory notice form. Additionally, the faculty member shall include details of any outside employment in their next and all subsequent versions of the Professional Development Plan (PDP) annually during the period that outside employment continues. Acceptance of the PDP denotes agreement by the College with the faculty member's outside work. Final agreement with the proposed outside employment plan and activity will be in the judgment of the Provost. Such agreement may be rescinded by the School Dean or Provost if, as demonstrated by objective evidence, the faculty member is not performing the faculty member's duties to the College in a satisfactory manner. Continuing outside employment shall be reviewed at least annually, normally before the start of classes in the fall.

Examples of Outside Employment

1. Practicing a profession on a part-time basis;
2. Providing professional, managerial, or technical consulting services to an outside entity;
3. Compensated service on a committee, panel, or commission established by an outside entity;
4. Participating in or accepting a compensated commission for a musical, dramatic, dance, or other artistic performance or event sponsored by an outside entity;
5. Part-time teaching at an institution other than Emory & Henry College.

Outside Employment (Part-time Faculty)

Emory & Henry College does not intend to restrict academic faculty employed by the College on a part-time basis from seeking additional outside part-time employment with other institutions or agencies. Division or Department Chairs, or Academic Program Chairpersons or Directors, and School Dean must be informed by the employee of any such outside employment.

Outside Employment (Full-time Faculty)

It is the professional responsibility of all full-time faculty to keep as their primary focus their teaching, advising, scholarly and service responsibilities at Emory & Henry College. However, Emory & Henry College recognizes that outside professional activities may be required, expected or recommended by accrediting agencies, may be beneficial to the faculty member's development, may further benefit the College and the academic program in which the faculty member teaches, and are therefore accepted by the College in specific circumstances. During the appointment period, outside employment is permitted for full-time faculty when the following conditions are met:

1. Such employment contributes to the ongoing professional development of the faculty member, to the recognition of the faculty member's expertise in the faculty member's field, to the positive reputation of the College, School or Program, or to the benefit of the College's current students.
2. The faculty member continues to perform the faculty member's teaching, advisory, scholarly and service responsibilities at Emory & Henry College in a satisfactory manner.
3. Outside work does not create any conflict of interest with the faculty member's primary responsibilities at Emory & Henry College.
4. That such outside employment does not and will not encompass more than the equivalent of one day per week. If additional time is necessary and in the benefit of the College, an exception can be made and agreed upon in writing.
5. That such outside employment is documented within and is consistent with the current Professional Development Plan of the individual faculty member.
6. The conditions of the concurrent appointment must be set forth in a memorandum of understanding submitted by the individual, stating explicitly their responsibilities at the other institution or entity.
7. Faculty members may consult and/or be involved in appropriate continuing education and public service activities for extra compensation by the outside entity with the agreement approval of the Chair, and Dean. This policy is not intended to limit consulting activities of faculty outside the normal work day or during vacation leave or breaks (summer, winter or spring) when Emory & Henry College is not in session. A formal proposal must be filed at least five working days in advance for permission to engage in extramural activities other than the traditional functions in professional, scholarly, or honor societies.
8. Emory & Henry College will assume no responsibility for the competence of its faculty members with respect to the performance of extramural professional activities except those carried out under the auspices of established programs operated or appointed by the College.
9. In connection with extramural professional activities arranged outside established College programs, the brand name Emory & Henry College shall not be used for advertising or promotional purposes or in any report or statement that indicates approval or endorsement by the College. This does not prevent a faculty member from listing their title and position at the College as part of their biographical or credential information.

10. Faculty members should not commit specialized College facilities and equipment or other resources to external projects unless such use is specifically approved in writing in advance by the College President. Faculty members will be expected to reimburse the College for the use of specialized equipment and facilities, as well as materials.
11. For faculty receiving compensation in a single-service engagement (such as guest performances, guest lectures, one-time consultations) that does not interfere with college duties and does not create a conflict of interest, advance permission is not required, however such engagements should still be reported on the annual PDP.

Outside Employment on College Time with No Extra EHC Compensation

Faculty participation in programs and projects administered or conducted by the College and supported by extramural contracts, grants, or other types of agreements generally are considered a part of the faculty member's responsibilities to the College. During the time that a faculty member is under contract to the College, the individual is expected to fulfill their total responsibilities. Therefore, if a faculty member is participating in an extramural program or project within the College, whether it is in their own or a different department or division of the College, an appropriate part of the faculty member's salary is provided by the program or project budget. The faculty member's teaching, advising, and committee load is reduced in proportion to the percentage of salary being paid by the external funding agency. Under these circumstances, no increase in the faculty member's base compensation is permitted.

In no case shall a project leader or program director for an extramural project or program of Emory & Henry College receive payment of extra compensation from the College for work on their project or program. Also, in no case shall a unit administrator receive extra compensation for work on an extramural project or program that is carried out within their unit.

Outside Employment on College Time with Limited Extra EHC Compensation

The College allows limited extra compensation for participation in projects or activities internal to the College which are supported by external contracts, grants, or other types of agreements provided that the following conditions exist:
1. The work is done in addition to a normal full load.
2. No other qualified person is available to do the work as part of their normal load.
3. The project or program budget includes sufficient funds to cover the costs of the extra EHC-provided compensation.
4. The additional duties shall not be so heavy as to interfere with the performance of regular duties.

5. Approval from the Provost is obtained in advance.

The Provost will notify the Business Office in writing as to faculty who are to receive limited extra compensation.

Outside Employment: Avoidance of Conflict of Interest

Consulting relationships between College faculty and industry or government serve the interests of scholarship and education in the College. Likewise, the transfer of technical knowledge and skill from faculty members of the College to industry and government contributes to technological, service or policy advancements. Such relationships are desirable, but certain potential hazards should be recognized. It is the responsibility of faculty members, School Dean or Division Chairs, and the Provost to exercise judicious control of consulting activities so as to avoid conflict of interest.

The Division, Department, or Program Chairperson or Director, and School Dean, and ultimately the Provost shall not agree to any outside employment activities that undermine the integrity of the College, the faculty member(s) involved, or the sponsoring agencies. Examples of situations which may cause a conflict of interest include the following:

1. Stipulations from supporting funding agencies that serve to undermine a researcher's freedom to investigate and report results;
2. Undertaking or orientation of the faculty member's College research to serve the research or other needs of a private firm without disclosure of such undertaking or orientation to the College and to the sponsoring agency;
3. Purchase of major equipment, instruments, materials, or other items for College research from a private firm in which the faculty member has an interest without disclosure of such interest;
4. Transmission for personal gain of sponsored work products, results, materials, records, or information that belong by rights to the sponsoring agency (this would not necessarily preclude appropriate licensing arrangements for inventions, or consulting on the basis of sponsored research results where there is significant additional work by the faculty member independent of the sponsored research);
5. Use for personal gain or other unauthorized use of privileged information acquired in connection with the faculty member's sponsored activities (the term "privileged information" includes, but is not limited to, medical, personnel, or security records of individuals; anticipated material requirements or price actions; possible new sites for government operations; and knowledge of forthcoming programs or of selection of contractors or subcontractors in advance of official announcements);
6. Negotiation or influence upon the negotiation of contracts relating to the faculty member's sponsored research, between the College and private organizations

with which the faculty member has consulting relationships or other significant relationships;

7. Acceptance of gratuities or special favors from private organizations with which the College does, or may conduct, business in connection with a sponsored research project, or extension of gratuities or special favors to employees of the sponsoring agency, under circumstances which might reasonably be interpreted as an attempt to influence the recipients in the conduct of their duties.

Intellectual Property Policy

The purpose of this policy is to protect faculty rights to academic content that is unique to their construction and delivery, while recognizing the College's contribution of significant resources should result in continued use of content developed with said resources..

Definition of Terms

- **Academic Content** refers to courseware content authored and/or created by faculty (full time or part time, including but not limited to clinical, adjunct, librarian, etc.) including but not limited to: **Instructional Materials**, e.g., lectures (notes, video/audio recordings), demonstrations, performances, graphic illustrations, computer programs and software, technology mediated or technology enhanced materials; **Instructional Activities**, e.g., discussions, group work, reflections and peer reviews; **Assessment Methods**, e.g., quizzes, tests, projects, and portfolios; as well as content owned or copyrighted by a third party and used according to appropriate permission. **Significant College Resources** indicates support by College resources in the development of a course beyond what is made readily available to all faculty, which includes
  - stipends which exceed normal support for traditional course development
  - payment to outside vendors for support in course development
  - use of digital material, platforms, hardware or software procured by the College for specific course development
  - contribution of substantial time of specialized College staff who are dedicated to producing digital content.
  - other resources specified in an agreement between the College and faculty member
- Significant College Resources does not include:
  - academic year salary
  - use of office space
  - use of library resources
  - common use of administrative staff support
  - use of computer equipment regularly provided to employees
  - use of campus systems to which all faculty have access (e.g. Google Workspace, the Learning Management System, Zoom, Quality Matters Training, etc.)
- **Open License** is the application of a Creative Commons License to an intellectual work granting limited rights to that work without seeking additional permissions. Works created with Significant College Resources are assigned an

Open License as part of the College's commitment to Open Access and Open Educational Resources. The Creative Commons Licenses acceptable for use in agreements related to Academic Content that the faculty member may choose to utilize are:
- CC BY (Attribution)
- CC BY-SA (Attribution-ShareAlike)
- CC BY-NC (Attribution-NonCommerical)
- CC BY-NC-SA (Attribution-NonCommerical-ShareAlike)

Policy for Ownership of Academic Content

In keeping with the long-standing tradition in higher education that academic works such as lectures, visual materials, and other teaching materials are owned by the faculty member authoring them, rather than the employing educational institution, the rights to Academic Content under this policy shall be owned by the faculty author

When Significant College Resources are utilized, the faculty member will enter into a written agreement with the College to grant the College with an Open License for the work created or adapted as specified in the agreement. The agreement, agreed upon between the faculty member and the College before work commences, must list the Significant College Resources expected to be utilized, the expected Academic Content to be created or adapted, how the College will be given access to the Academic Content, and the type of Open License the faculty member will share the work with the College under. By use of an Open License, the faculty member will retain all other rights not specified under the license and the College may utilize the work under the terms of the license without seeking additional permissions.

If faculty use a textbook bundle/pack or e-portal from a publisher, pre-authored content from this publisher is not included in the faculty member's intellectual property rights for the related course and courseware within.

Only if agreed upon in writing and with appropriate compensation, can the College obtain exclusive or full rights to Academic Content created by a faculty member.

Patent Policy

See *Employee Information Manual*

Copyright Policy

See *Employee Information Manual*

Copyright Appeals

The Senate Subcommittee on Faculty Status and Grievance shall be convened to review the application of this policy and shall submit its recommendations to the President in the event of disagreement between the faculty member and the Provost. Either the faculty member or the Provost may request a review.

Political Activity

See *Employee Information Manual*

Safety Procedures

See *Employee Information Manual*

Drug and Alcohol Policy

See *Employee Information Manual*

Policy on Campus Conduct

It is the policy of Emory & Henry College that each employee in the performance of their responsibilities exercise courtesy and show respect to persons with whom they may have contact. The conduct of College personnel reflects directly upon the College's reputation and community standing; therefore, this expectation of appropriate behavior applies to an employee's interactions with all persons on and off campus.

Confidentiality Policy

It is the policy of the College that all records be handled with a high level of confidentiality. This applies to student records, such as applications for admission and financial aid, academic transcripts, and files maintained by student personnel offices. This policy also applies to all personnel and financial records maintained in administrative offices and to the content of conferences with administrative officers dealing with personnel matters. Employees who have access to such information should use it only in the performance of College duties and in accordance with FERPA and other applicable law. Employees should not use such information for personal gain or benefit. An employee who violates this policy faces immediate disciplinary action up to and including termination of employment.

Press Policy

Emory & Henry College is committed to encouraging a free flow of information between the College community and the public outside that community. Such a flow of information is important because it helps to cultivate understanding and support for the College's program and purpose. The College seeks to cooperate with the news media and other interested persons or groups who desire information about the College.

All persons in the College community contribute to the flow of information through the routine performance of their duties on campus and also through their personal and professional off-campus activities, as well as any contacts with representatives of the news media. Any statements to the press on behalf of or from the College must come through the Office of Marketing and Communications. Faculty cooperation with the Office of Marketing and Communications contributes to community interest in and promotion of the College. Faculty are asked to notify the Office for any personal contact with the press. Newsworthy activities of students and faculty should be called to the attention of this office.

Faculty cooperation with the Office of Marketing and Communications contributes to community interest in and promotion of the College. Newsworthy activities of students and faculty should be called to the attention of this office.

Publications

All College publications must be cleared with the Office of Marketing and Communications prior to being printed. Clearance involves editorial review, layout, and printing suggestions. The initial preparation of copy should be completed prior to contacting the Office of Marketing and Communications. Persons preparing college materials should strive for consistency of style, typeface, logo, graphics, etc., to meet the demands of specific programs and subject matter.

College letterhead stationery is to be used for official College business only. Faculty, administrators, staff, and student organizations should not use the stationery for carrying out their own individual business or for the expression of their own particular views on public issues.

COMPLAINT PROCEDURES

Reporting of Financial Irregularities

The College recognizes the necessity of strong internal controls to protect the financial affairs of the College. Therefore, the business policy documents of the College include

an *Internal Control Policy Statement* (available for review from the President or Vice-President for Business and Finance). The President or Chair of the Budget/Audit Committee of the Board of Trustees should be notified immediately by College employees of any occurrence or suspicion of irregularities. They will acquire the services of an external, independent source to perform any necessary audit/verification work. They will encourage the performance of sufficient tests and investigations to identify the weakness in controls or security which contributed to such occurrence and request recommendations for corrective action as necessary. They will be responsible for ensuring that recommendations are implemented or that mitigating changes are made. If the occurrence is deemed to be a violation of the law, the College will participate in any investigation requested by authorities; and immediate, relevant personnel changes will be made. Employees are assured that no recrimination will result from the reporting of an irregularity suspicion.

General Complaint Procedure

General complaints may be directed to the Department Chairs, Division Chairs, School Dean, Provost, or President, as appropriate.

Job-Related Grievance Procedure

In accordance with the College's policy that all employees be treated fairly and equitably and that all be afforded the opportunity to resolve job-related complaints and problems, the following grievance procedures shall be utilized by faculty. This policy applies to grievances related to an individual faculty member's employment at Emory & Henry College including matters relating to conditions of employment, academic freedom, intellectual property concerns, assignment of teaching duties, allotment of resources and facilities. Procedures governing the submission, review, investigation and hearing of grievances concerning tenure and promotion are distinct from this grievance process. Procedures governing grievances concerning tenure and promotion may be found here (insert link) Sexual harassment complaints and discrimination complaints are addressed in the Employee Information Manual. Conflict of an academic nature between teachers and students is addressed by the section on the "Academic Code and Procedures for Due Process" in the *Student Handbook*. The College will not tolerate any recrimination against employees who avail themselves of these procedures.

Step One. A faculty member is encouraged to discuss job-related problems with their Department Chair, who should be constructive and objective in efforts to resolve the matter. In those cases where the Department Chair is the subject of the complaint, the employee may begin with step two.

Step Two. If the problem cannot be resolved with the Department Chair, the faculty member should discuss and submit the complaint in writing to the School Dean or Division Chair. The.written statement should include the names of the parties involved in the grievance, details regarding the specific issues and actions upon which the grievance is based, the desired outcome or remedy, and documentation supporting all charges involved in the grievance. A copy of the written complaint should be sent to the Provost. The School Dean or Division Chair will consider the facts, conduct an investigation, as appropriate, and, in consultation with the Provost, make a decision which will be communicated to the employee within 30 days after the complaint is received. If the complaint involves the School Dean or Division Chair, it may be filed directly with the Provost.

Step Three. Should a faculty member with a grievance complete steps one and two with no resolution, they may appeal the decision to the President under the Open Door Policy above. The President's decision is final, since the Bylaws of the Board of Trustees provide that the President is the chief executive and administrative officer of the College and has responsibility for the general administration of the institution.

A faculty member may seek counsel from the Senate Subcommittee on Faculty Status and Grievance at any time during the process. A petitioner may request that a member of the Subcommittee act as an advocate during the process, which may include reviewing materials and attending meetings. The Senate Subcommittee on Faculty Status and Grievance is an advisory body that makes recommendations to the Provost; it does not have the authority to enforce its recommendations.

Complaints by Students

See the Student Complaint Policy in the *Student Handbook*.

Academic Code and Processes for Resolution

See the Current Edition of the *Student Handbook*

Sexual Harassment and Discrimination Complaint Procedures

Where All Parties Are Employees of Emory & Henry College: See *Employee Information Manual*.

ACADEMIC REGULATIONS AND PRACTICES

Teaching Load

As circumstances permit, the teaching load of full-time faculty members will reflect the departmental and institutional norm and shall include work at both the introductory and advanced levels in accordance with the individual's professional competence. For faculty teaching in undergraduate programs, a normal teaching load is 20 to 24 semester hours per year. Specific requirements stipulated by professional accrediting bodies may apply. (See the separate Faculty Workload Policy for the School of Health Sciences.) For computing workload, semester hours of credit for students are counted as semester hours for faculty.

In individual circumstances, the load may be increased or decreased by the Provost on the basis of the following factors:
1. Additional assignments not directly related to lecture or laboratory duties, such as research, extraordinary committee responsibilities, or special administrative or nonacademic assignments.
2. The number of students enrolled in classes, and the number of duplicate sections taught.
3. The number of "contact" hours in a science laboratory, in studio art, in applied music, in beginning language or conversation courses, in seminars and supervision of independent study or similar situations.
4. A newly appointed tenure-track faculty member with minimum experience in teaching may be assigned a reduced load in the first year at Emory & Henry.
5. An emergency within a department.

The College provides additional remuneration for faculty members in the exceptional cases when a teaching load exceeds a full load, usually eight courses or 24 semester hours, whichever is higher. This remuneration is at adjunct teaching rates. Any arrangements for an overload must be approved in advance by the Provost, and approval for additional remuneration must be certified in writing for the Business Office. Full-time administrative officers who are approved to teach more than one course in any given term will receive additional remuneration.

Teaching Responsibilities

See also "Instructor Responsibilities" in the Academic Code section of the *Student Handbook*.

Informing students of expectations

 Instructional staff members are responsible for stating clearly the instructional objectives of each course they teach, at the beginning of each term. Each instructional staff member must direct instruction toward the fulfillment of these objectives, and examinations must be consistent with these objectives. Instructional staff members are responsible for orienting the content of the courses they are assigned to teach to the course descriptions approved by the College faculty as published in the *Academic Catalog.*

Instructional staff members are responsible for informing students in their classes of the methods to be employed in determining the final course grade and of any special requirements of attendance which differ from the attendance policy of the College. At the request of a student, a faculty member should make available information and/or evaluation of the student's progress prior to the date for Withdrawal from Class Without Penalty, after which a course will be recorded on the student's transcript.

The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) requires that there be a syllabus for each course. Instructional staff members are required to submit copies to the Office of Institutional Research and Institutional Effectiveness by the method prescribed. At a minimum, each course syllabus should include course objectives, attendance policy, and means of evaluating learning and determining final grade, and times when faculty can be reached for consultation between classes.

Each syllabus should include a statement about the requirement of academic integrity with details regarding any expectations specific to that course. See the [Student Handbook](#) for information on rights, responsibilities, and procedures under the Honor Code and the Academic Code.

Evaluation, Grades, and Examinations

Graded examinations and papers must be provided to the student for inspection and discussion. Thus final examinations are retained for one semester to provide the opportunity for review with the instructor, if the student so desires. Examinations must be graded promptly enough to make the examinations a part of the student's learning experience.

Midterm grades and responses to the periodic Student Academic Surveys should be completed online as requested by the administration.

Grade reports for each student should be submitted electronically as instructed by the Registrar at the close of each semester. Once a grade has been reported, it becomes a part of the student's permanent record and may be changed only by the instructor involved, with the knowledge and approval of the Provost and the Academic Standing

Committee upon student appeal. Changes of grades once turned in to the Registrar's Office, except for changes from "I" to a letter grade, must be approved by the Provost. An instructor may submit a change of grade only in cases where the final grade has been miscalculated. A change of grade cannot be based on the submission of additional coursework.

Final examinations are given at the end of each semester, embracing substantially all of the work done in class during the entire term. The schedule for final examinations is determined by the Provost's Office upon recommendation of the Registrar. Faculty may agree to alternate times for individual students during the exam schedule. Rescheduling an exam for an entire class may be authorized only by the School Dean. Examinations missed because of emergency may be made up with consent of the instructor. Ordinarily the make-up examination should be taken within one month of the date of the regularly scheduled examination; in no event may it be taken later than the end of the following semester.

Instructors are expected to proctor examinations. Three hours are allowed for the final examination in each course on the Emory campus. All final examination papers written by students should be retained for at least one semester after grades have been recorded and then destroyed.

A grade of "Incomplete" should not be given unless warranted by exceptional circumstances. A form detailing what work is incomplete must be submitted to the Registrar and given to the student at the time the "Incomplete" grade is submitted. The incomplete work must be completed and a written grade report submitted to the Registrar by the end of the next semester of the regular academic year. If a student receives a grade of "Incomplete" for a summer session course, the grade must be removed from the student's record within the fall semester. A grade of "Incomplete" remaining beyond the end of the following semester automatically becomes an "F," and is incorporated into the GPA as an "F."

College policies on grading are included in the *Academic Catalog.* For grading policies in graduate programs, see the appropriate School appendix, below.

Attendance at classes

All instructional staff members are expected to meet their classes regularly and at scheduled times. In case of unexpected illness or any other emergency, the instructor will notify their Department Chair so that appropriate action may be taken. An instructor authorized to be away from the College is expected to make prior arrangements for classes with the Department Chair. When classes must be canceled for weather or other reasons, the administration will post an official notice via email and the campus alert system.

Regular class attendance is a necessary part of the educational program. The details of official class attendance regulations are printed in the *Academic Catalog.* Each instructor is required to state their class attendance policy in each course syllabus and to adhere to that policy. Instructors are required to keep full records of attendance in each class.

Guest Lecturers

Instructors who wish to invite persons who are not members of the College faculty to participate in or speak to their classes may do so, but are expected to be present with their guest.

If an instructor wishes to invite persons who are not a member of the College faculty to substitute for the instructor or to take charge of their classes are asked to discuss the matter with their Division Chair or equivalent before final arrangements are made.

Availability to Students

The lecture period constitutes only the formal aspect of the responsibility of the instructor. As a part of the educational program, instructors should encourage conferences with students enrolled in their classes. The opportunities for contribution to immediate needs and course objectives and to the broader objectives of liberal education are greatly enhanced by these contacts.

All instructional staff members are expected to schedule and maintain a reasonable number of office hours for student conferences. Every instructor is expected to schedule and maintain face to face and virtual office hours as appropriate. Virtual office hours are defined as set hours the instructor will be available to students via telephone, instant messaging program or online videoconference. A suggested minimum for total office hours is one hour per week for every course credit hour taught or a minimum of 9 hours. Regardless of total hours, every instructor is expected to be accessible to students. Office hours should be scheduled at times convenient to both students and instructors with the additional option of prearranged appointments for students where there is a schedule conflict. Office hours should be posted conveniently on or near the office door and on the course web site. All course syllabi should list office locations, telephone numbers, and virtual and in-person office hours.

Each instructor is expected to be present during reading periods and examinations for as long as College duties require attention. Office hours should be observed during these periods, and the Provost must be notified if any instructor intends to be absent during the period.

Advising

Student advising is an important part of the instructional program. Each student is assigned a faculty advisor who is responsible for providing guidance in academic planning. In most instances, upper-class students are assigned to professors within departments in which they have elected to major.

The advisor is responsible for assisting in course selection and approving proposed course schedules. These schedules should be prepared in light of all general requirements, major and minor requirements, teaching licensure requirements, proper sequence of courses, and course load. The advisor is the agent who can most effectively prevent excessive student load.

The advisor should establish both a personal interest in and professional relationship with the student. The advisor should require the student to make appointments, keep the student's degree requirement check sheet up to date, and generally encourage the development of the student's sense of responsibility.

A change-of-advisor form is available in of the Registrar's office. Periodic reports on advisement will be required by the School Dean or Division Chair and the academic offices.

The Department Chair is responsible for the academic advisement of students majoring in that department, although other members of the department may be designated by the chair to act as advisors. While the ultimate responsibility for fulfilling graduation requirements lies with the student, the departmental advisors should keep them informed and should advise the student regularly in regard to all graduation requirements, not merely the program in the major department. With the assistance of the Director of the Career Center, the academic advisor should also participate in vocational and post-graduate counseling.

Academic advisors should be available to students during registration, pre-registration, and throughout the school year.

Class Travel

Field trips in any department requiring absence from class must have the approval of the Department Chair and the School Dean, at least two weeks in advance. The instructor in charge of the field trip must coordinate with the Registrar the notification of student absences to the instructors of other courses that will be affected. Only students in good academic standing are expected to take such field trips. Approved safety rules must be observed. "Back Country" trips (to areas in which it would take more than an hour for an immobile person to reach hospital care) must follow the "Standard of Care for Backcountry Excursions" (Appendix O).

Inclusive Language

The College expects instructors to use inclusive language in conducting business and in the classroom. Inclusive language improves one's communication by respecting individual worth, dignity, integrity, and capacity.

Facilities

Members of the faculty are asked to assist in the maintenance of instructional facilities and equipment through careful supervision of students. Any abuse of equipment should be reported. Classroom lights should be turned off when not in use. Laboratories and studios should be open only during prescribed hours. A minimum of night use of these facilities should be allowed and only under proper supervision. The College is a smoke-free environment. Smoking is not allowed in any College building.

Additional Responsibilities

Committee Service

As indicated in the Shared Governance structure (Appendix A), faculty members shall serve on committees as designated by the faculty, the Provost, and/or the President.

Attendance at College Functions and Campus Activities

Faculty are expected to attend college functions relevant to their home campus, which may include faculty meetings and conferences, the Fall Convocation, Founder's Day Convocation, Baccalaureate, and Commencement. Absences must be approved by their Dean. Academic regalia are worn at the Fall Convocation, Founder's Day, Baccalaureate, and Commencement.

Faculty are encouraged to attend and/or participate in other curricular or extracurricular activities scheduled on the campus throughout the year.

Professional Development Plans (PDPs)

PDPs are a major means of communicating interests and concerns and providing information for reference and planning during the coming year. Each faculty member is expected to submit a PDP through the Department Chair, to the Division Chair and the School Dean by the published deadline each year. The PDP will consist of the following: A) a Brief Academic Report that lists all completed activities in teaching, service, advising, and professional development since July 1 of the previous year. B) A recap of the short-term goals from the previous year's PDP along with a description of the results achieved. C) A list of new short term goals for the upcoming academic year. D) A list of long-term goals for the next two-five years. E) a current curriculum vitae. F)

The Outside Employment report G) additional professional evaluation materials may be required. The PDP should not exceed five pages (exclusive of CV). The School Dean, the Division Chair or School Dean will provide a written response to the faculty member by October 15 in which s/he a) evaluates the faculty member's performance from the previous year, providing an overall ranking as well as a ranking for each of the three performance areas and b) assesses the faculty member's stated goals. (The ranking categories are Outstanding, Exceeds Expectations, Acceptable, and Needs Improvement.) Professional Development Plans must demonstrate fulfillment of expectations in all areas of performance (e.g., teaching, scholarship as appropriate and service.) All serious problems should be noted and referred to the Provost; improvement plans may be stipulated to address deficiencies. Failure to address deficiencies may lead to termination.

Lyceum Events

Each semester undergraduate students must attend five Lyceum events as part of the College's academic requirement. All faculty and staff are invited to attend these events and to encourage students to attend, enjoy, and critique them. Instructional staff may wish to require students to attend Lyceum events related to a course's subjects or activities. Such requirements must be listed on the syllabus, and must be announced to students in class at the beginning of the semester. The Lyceum Coordinator can provide a list of class members who attended the event.

Review and Reading Days

The academic calendar of the Emory campus of the College may designate certain Review and Reading Days preceding final examinations each semester. No College extracurricular events are to be scheduled on those days. Instructors are expected to support the objectives of this policy by offering no tests or examinations during these periods.

Student Deficiencies

If a student is not attending class or submitting assignments, or is otherwise causing concern that cannot be resolved by direct consultation, faculty should contact the Department Chair, School Dean, or Division Chair or the staff of the Student Success Center. Students with deficiencies in any specific discipline may seek assistance from the Student Success Center.

Student Success Referrals

Faculty members are encouraged to open submit a Student Success Referral if concerned about a student. The web-based early alert system allows faculty and staff to submit concerns about student performance to appropriate college offices, for timely intervention to support student success. Faculty members may submit information or

referrals for any students, at any time. In addition, faculty members are surveyed three times each semester about performance of all students in their classes.

Student Communication Effectiveness

The development of effective communication is one of the objectives of the educational program of Emory & Henry College. Substandard performance in any aspect of English usage, such as expression, spelling, punctuation, and grammar, is not defensible in any of the liberal arts. Consequently, grades on all papers and tests in all courses are subject to reduction if English usage is not acceptable. Continued demonstration of improper usage may result in failure.

Scheduling of Classes

Responsibility for the scheduling of classes on the Emory campus rests with the School Deans, in consultation with the Associate Provost for Academic Affairs. Departmental class schedules are submitted by Department Chairs to Division Chairs to the School Dean for final approval. Department chairs on the Marion campus submit class schedules to the Associate Dean of the School of Health Sciences.

Whenever possible, classes should be scheduled for a definite period in the weekly schedule. When a small enrollment is anticipated and the announcement of a course offering bears the notation "To Be Arranged," a regular time for the class meeting should be established as soon as possible after the beginning of the term. The Registrar should be consulted regarding the time and place of meeting for all such courses listed in the registration announcement. The notation "To Be Arranged" should be used sparingly.

An undergraduate class with an enrollment of fewer than five shall be offered only upon the recommendation of the School Dean and the approval of the Provost.

With the exception of certain spaces containing special facilities of fixed equipment, classrooms in all academic buildings on the Emory campus are considered available for use by all departments and are not reserved for the exclusive use of a department or instructor. Instructors who require the use of facilities not regularly assigned are requested to seek the assistance of the Office of the Provost.

Changes in the regular time or place for class meetings should not be made without prior consultation with the Office of the Provost.

Auditors: A per course audit fee is established annually by the Executive Council and is published in the *Academic Catalog* for each academic year. This fee is charged regularly enrolled full-time students. A maximum of six hours may be audited by a person during a semester. Auditors are not required to participate in classroom discussion, to submit

papers, or to take examinations in the courses audited. No grade or credit is given for the course audited.

BENEFITS

For Benefits available to all employees, see the *Employee Resource Manual*

Sabbatical Leave

Sabbatical leave is granted to full-time faculty at Emory & Henry College primarily as an aid and inspiration to further achievement rather than as a reward for past service. Full-time faculty members who are eligible for sabbaticals are those who are tenured, continuing, clinical or instructors with faculty status who regularly teach 11 or more semester hours as a part of their primary duties. These individuals would be eligible for sabbaticals at the end of seven years continuous full-time service at the College. Professors' emeriti, and persons who will retire within one year following the end of the leave are not eligible for sabbatical leave. Computations for eligibility for a subsequent sabbatical will begin at the beginning of the academic year following the leave; fractional parts of a year of service or years in which other types of leaves of a semester or longer have been taken will not be counted in the computation of eligibility for sabbatical leave. Thus, while a faculty member or faculty-status member would usually be eligible for a sabbatical after seven years following the prior sabbatical, the number of intervening years required would be increased by the number of years during which some other kind of leave occurred.

Sabbatical leave shall be used only in a manner which will increase the recipient's effectiveness as a teacher in the College and as a scholar in their field. Other employment during the period of leave is not permitted except in special cases where the employment might for certain reasons be mutually beneficial to both the College and the teacher. The specific program proposed by the faculty member or faculty-status member shall be reviewed/recommended by the School Dean to be approved in advance by the Provost, the President, and the Board of Trustees. The College reserves the right to temporarily withhold leave in those exceptional cases when the college has no tenable means of fulfilling the responsibilities vacated.

A faculty member or faculty-status member on sabbatical leave is eligible for a year's leave at one-half salary or a semester's leave at full salary. Full-year sabbatical leaves must be taken during consecutive semesters within an academic year (i.e., excluding summer school or a spring-fall arrangement).

Written application for sabbatical leave must be made by September 15 prior to the academic year in which the leave is requested. Applications for sabbatical leave should be submitted to the School Dean and the Provost, who will bring the application before the Provost's Council. Applications should include a description of the program of

research and the anticipated product(s). Applications for full-year sabbaticals need to provide proportionate justification. Applications should include a plan for covering courses and/or duties that would normally be performed by the person taking sabbatical leave. Plans for one-semester replacements may include the use of Emory & Henry colleagues and adjuncts.

No more than ten semesters-worth of sabbatical leave in a given year will usually be approved, with no more than one to a single department. Consideration for sabbatical leave will be prioritized on the basis of merit and previously withheld applications.

The sabbatical recipient will submit a written report to the School Dean, the Provost, the President, and the Board of Trustees within thirty days of the completion of the sabbatical leave. The report will include a summary of relevant research findings and complete citations of any published work. The sabbatical recipient must be available for service to the College for at least one academic year following the period of the leave.

Family and Medical Leave Act

In accordance with the Family and Medical Leave Act (FMLA) of 1993, Emory & Henry College will provide tenured, tenure-track, continuing and clinical faculty with up to twelve weeks of unpaid leave for certain family emergencies. This leave is designed to cover events traditionally covered the Family and Medical Leave Act, including such family matters as childbirth; adoption; care for a seriously ill child, spouse, or parent; or the tenured or tenure-track faculty member's own serious illness. Faculty health coverage will continue during the period of leave with the faculty member paying the usual share of the premium, and the faculty position guaranteed upon return. To be eligible, an employee must have worked for the College for at least one year and for at least 1250 hours during the year preceding the start of the family leave. Family leave does not have to be taken all at once.

If the leave is foreseeable, a faculty member is required to schedule the leave so as not to disrupt College operations unduly. As required by FMLA, a faculty member must provide a minimum of thirty days advance notice in writing, with relevant documentation, when the leave is foreseeable. As soon as a faculty member is aware of the possibility of an FMLA leave request, the matter should be discussed with the Human Resources Office and the Provost.

The following options exist at Emory & Henry College:

- Take up to twelve weeks (approximately 480 hours) in unpaid leave at one time during a 52-week period.

- Take increments of the twelve weeks (approximately 480 hours) in unpaid leave during a 52-week period.

- For needs that are foreseen, take one course reduction within a 52-week period with no additional duties (e.g., advising) with paid leave and with special consideration for teaching times. In special circumstances, the faculty member may negotiate up to 2 course reductions in a 52-week period (only one course is eligible for paid leave). Only the portion of the reduced course schedule that is medically necessary and/or for the care of a birth, adoption, or placement of a child will be considered as intermittent leave under FMLA and will count toward the total FMLA leave.

(When both spouses or parents are employed by the College, they will be jointly entitled to a combined total of twelve weeks of family leave for the birth or placement of a child for adoption or foster care, or to care for a parent or close relative as defined above who has a serious health condition. As a result, only one spouse or parent would be entitled to a course reduction per FMLA leave occurrence.) (Approved by the Board of Trustees, April 1, 2006)

College Funded Grants

The College, through the office of the Provost, allocates a portion of the educational budget to support a faculty enrichment and development program. The primary purpose of this program is to encourage faculty scholarship, retraining, retooling, and related activities which have a direct impact on teaching as well as the development of creative and innovative programs. All faculty are eligible to receive assistance for approved projects so long as funds are available, though tenured and tenure-track faculty may be given priority. Deadlines and application procedures are listed in the Appendix M. Continued service at the College during the academic year following the period of the grant ordinarily is a condition of assistance from these funds. Reports on summer projects are expected following the period for which any grant is made.

Attendance at Professional Meetings

Each full-time undergraduate faculty member receives travel funds each year to attend professional meetings. The funds are included in the travel line of departmental budgets. Unused travel funds do not carry over from year to year, but are re-absorbed in the College's general operating fund.

Each faculty member may apply to the Provost and the appropriate School Dean for additional travel funds. To be eligible, the faculty member must be listed as a formal participant (that is, an officer, convener, panel member, presenter, or respondent) at the meeting. All requests for additional travel funds must include an explanation of how the faculty member intends to use their departmentally allocated funds.

Even when not listed as a formal participant at a professional meeting, each faculty member may apply to the Provost and the Academic Council for additional funds in order to attend meetings that provide credit hours for mandated professional recertification. When received, these funds count toward the limit in additional travel funds for which faculty are eligible.

Faculty members on sabbatical leave are eligible to apply for professional meeting funds.

Tuition Benefits for Spouses and Dependents

Emory & Henry College budgets a pool of funds to provide tuition benefits to employees and their dependents. To the extent employees meet eligibility requirements and application deadlines, the College will endeavor to extend these benefits within its budget restrictions. For more information contact the Human Resources office.

Summer and Winter Term Teaching

Teaching in the summer term is by invitation, based on departmental recommendations when possible. Priorities in courses are determined by the requirements of the educational program, following review by the School Dean and the Provost.

Letters of invitation to teach will be issued by the Provost on or before May 1. If the invitation is accepted, a letter will constitute a commitment by both the College and the faculty member in accordance with the following understandings:

The compensation for summer term teaching for full-time faculty on the Emory campus is posted in Appendix N.

College Housing

The College owns a limited number of housing units available for rental by faculty and staff. Questions regarding rentals, occupancy, renovation, and repair of houses should be directed to the Provost. Guidelines for assignment of housing are as follows:

1. The President, Provost, and Vice-President for Student Life are provided College housing by virtue of their positions. Up to three additional houses can be assigned to administrative officers.

2. Other College housing is provided principally for new faculty who are full-time, tenure-track, and under contract. Other faculty are eligible for faculty housing on a space-available basis and only on a year-to-year basis. With the approval of the

Provost, the Business Office can designate faculty housing to be reserved for visiting professors.

3. The College administration reserves the right to assign housing on the basis of size of family, disabilities to be accommodated, etc., assessing such needs alongside the needs of other prospective occupants.

4. Persons in College housing who are dislocated by disaster (e.g., fire) are given preferential consideration for relocation.

5. Faculty who desire College housing must inform the Provost. Administrative officers who desire College housing must inform the President. The order of priority is determined by the Provost, in consultation with the President and the Vice-President for Business and Finance, in accordance with guidelines (2) and (3) above. Qualified full-time, tenure-track faculty who did not receive housing in a previous year have top priority in the subsequent year.

6. Faculty or staff occupants of College-owned housing must vacate such housing upon completion of seven years of occupancy or upon resignation or retirement, whichever comes first. The President or Provost gives written notice twelve months before termination of the housing rental. This seven-year limit is subject to the following guidelines:

   a. No one need vacate their College-owned housing unless there is a demand for such housing.

   b. If housing is needed, the first person to occupy such housing will be the first required to vacate (as determined by total number of years in College-owned housing).

   c. At times, the specific house to be vacated will be determined by the needs of the incoming faculty member and not solely by total number of years in College-owned housing.

7. College property may not be sublet, rented, or shared (even for a short time) without the written consent of the President. This restriction applies to parts of houses and apartments as well as to complete units. Use of these properties is strictly limited to persons related to the College.

8. Tenants of College property are responsible for paying all related utilities.

9. An individual who will not remain on the faculty the subsequent year will be expected to vacate College housing by June 1 (by August 1, if teaching summer school).

10. An administrative officer who is separating from employment will be expected to vacate College housing within thirty days after separation.

11. Refurbishing of College housing is accomplished as priorities and available funds dictate. Every effort is made to keep houses in good repair. Remodeling is undertaken only in view of the needs of the College.

12. The occupants of College housing are responsible for the cost of any property damage beyond normal usage. If an occupant does not maintain the property in reasonable condition, the College reserves the right to serve a sixty-day notice that occupancy must be terminated.

13. The President of the College, as the Chief Executive Officer responsible to the Trustees for the preservation, protection and value of College housing, may modify the foregoing policy or specific articles incorporated in it, if the judgment of the Board of Trustees is that unusual or mitigating circumstances of an institutional nature require such modification. Access to College housing is not an entitlement associated with being a member of the faculty.

Salary

Faculty salaries for nine-month appointments are based on the academic year from August 15 to May 15, and payments are made in installments at the end of each month, spread across the calendar year. Payment begins for a new faculty member with a half-month disbursement at the end of the August of the first year of academic service, and ends for a departing faculty member with a half-month disbursement at the end of the August following the faculty member 's final academic year of service. A faculty member will be advised in writing of any prospective change in their salary.

Collateral benefits for persons in full-time status are described below. Benefits for part-time faculty may vary. Persons on official leave for a period up to one year ordinarily are eligible for regular benefits, subject to insurance and related restrictions. The information given in the following sections may be subject to change. Questions regarding status in matters of benefits should be addressed to the Director of Human Resources or the Vice-President for Business and Finance.

Moving Expense Reimbursement: Unless otherwise negotiated, the College reimburses new faculty for documented moving expenses up to a maximum of $3,000. Allowable moving expenses are defined and provided as list from the Human Resources Department.

Appendix A: Faculty Governance

Responsibility

The Bylaws of the College provide that the "Board of Trustees shall delegate, through the President, to the Vice President for Academic Affairs or Provost and the faculty, general supervision of the curriculum and the government and instruction of the student body, including such matters as requirements, curricula, instruction schedules, and other requirements." Ultimate authority for the educational program resides in the Board of Trustees, with the President as chief executive and administrative officer of the College. A representative of the faculty serves on the Board of Trustees with voice but not vote.

In addition to these assigned responsibilities, the responsibilities of a faculty member also arise from the purposes of Emory & Henry as an institution of higher learning. These include the responsibility to maintain a high level of competence as a teacher as well as the obligation to maintain and advance scholarly professional standing. Above all, the professional and personal performance of a faculty member must demonstrate and support the high standards that the College attempts to impart to its students.

Shared Governance Structure

Shared faculty governance is guided by the pillars of Equity, Voice and Vision, and Efficiency. To this end, the following structure serves to facilitate communication and empower decision making and visioning.

The Governance structure is made up of three main entities: The Faculty Senate, The Faculty Leadership Council, and Standing and Ad Hoc Committees.

Faculty Senate

Voting Membership
- One senator for every 5 voting faculty members in a School
    - Voting faculty shall be composed of all tenured and tenure-track faculty; all faculty under contract to teach full time for one year or more; librarians; and any persons under special appointment whose contracts grant them faculty status.
    - No more than 3 senators can come from the same academic division or program
        - Schools
            - School of Arts and Sciences
            - School of Business
            - School of Health Sciences
            - School of Nursing

- - Library and Special Faculty appointments not aligned with one of the Schools are a unit for Senator counts
    - Vice presidents, provosts, associate provosts, and deans cannot serve as Senators
    - Elections of Senators will be overseen by the Nomination and Election Committee
    - Senators serve a 3-year term, limited to 2 consecutive terms
    - Nominations for Senators will open on March 1. Nominations will close on March 15. Electronic elections will take place and results will be announced by April 1.
- Additional Senators
    - 1 at-large adjunct faculty member elected by the adjunct faculty during Senate elections
    - 1 at-large DEI faculty member; a voting faculty member nominated as a slate of 2-3 by the Nomination and Election Committee in conjunction with the DEI Office and voted on by the faculty as a whole in the Senate election
    - Ex Officio:
        - SGA Representative, non voting
        - President of Staff-Affairs Council, non voting
        - Vice President of DEI or Representative, non voting
        - Vice President for Academic Affairs or Provost, voting
        - President, voting

Responsibilities

The Faculty Senate is the main deciding body of the faculty entrusted with general supervision of the curriculum and the government and instruction of the student body. The Senate shall exercise its voting privileges on matters of academic policy and procedure as required at regular monthly meetings. The meetings also serve to hear reports, when necessary, of the various standing and ad hoc committees and to gather counsel from the faculty. Senate meetings will be open to faculty, faculty emeriti, and staff.

Faculty Service Positions

Elected from the Faculty Senate, with exception of the Faculty Representative to the Executive Council. A Senate member may choose to decline a nomination to a faculty service position without impact to status, promotion, or tenure. The Faculty Senate must elect each position, in the order listed below, one at a time, at the last Senate meeting of the academic year.

- Faculty Leadership Council (FLC): 2 FLC members must be from the Emory campus and 2 FLC members must be from the Marion campus

- ○ Faculty Chair--Associate or Clinical Associate Professor, Full Professor or Clinical Professor is required; serves as the chair of the FLC, the Faculty Senate, Faculty Meetings.
- ○ Faculty Chair-Elect--Associate or Clinical Associate Professor, Full Professor or Clinical Professor is required; serves as vice chair for one year before assuming Faculty Chair the year after elected; attends or chairs meetings in place of the Chair, as needed.
- ○ Faculty Secretary--serves as the secretary and official record keeper of the FLC, the Faculty Senate, and Faculty Meetings
- ○ Faculty Leadership Council Member--4th member of the FLC
- ○ Faculty Leadership Council Member--5th member of the FLC
- ● Faculty Parliamentarian--serves as the Parliamentarian of the Faculty Senate and Faculty Meetings
- ● Faculty Representative to the Board of Trustees--Associate or Clinical Associate Professor, Full Professor or Clinical Professor is required
- ● Faculty Representative to the Cabinet-Associate or Clinical Associate Professor, Full Professor or Clinical Professor is required; the Senate will select three nominees in the next-to-last Senate meeting of the academic year to present to the President for a final decision. The chosen nominee would be affirmed in the slate of Service Positions in the last Senate meeting of the academic year.
- ● Faculty Athletic Advisor--1st Representatives to the Athletic Advisory Committee
- ● Faculty Athletic Advisor--2nd Representatives to the Athletic Advisory Committee

Faculty Leadership Council

Responsibilities

The Faculty Leadership Council (FLC) serves as a thought partner with the President and Vice President for Academic Affairs or Provost and as the institutional channel of communication between the faculty and the administration. As such, the FLC meets regularly with the President and/or the Vice President for Academic Affairs or Provost. The FLC is charged with offering opinions and recommendations regarding the policies of the College. The FLC provides the leadership to organize and propose matters which require the vote of the Senate. The FLC partners with the administration in the formation of major academic plans and initiatives to determine timelines, structure, and details such as which committee(s) are responsible, and or the formation of ad hoc committees.
- ● The FLC is comprised of
  - ○ Faculty Chair
  - ○ Faculty Chair-Elect
  - ○ Faculty Secretary
  - ○ 2 additional senators

- The FLC determines agendas for Senate and Faculty meetings with the guidance of the President, Vice President for Academic Affairs or Provost, and the various Committees
- The FLC has oversight of committee charges
- The FLC will address cases where a faculty member is unable to serve in their role as a senator, committee member, or faculty service position by naming a temporary substitute or calling for a special election
- Appeals of decisions made by FLC, Senate, or Committee can be appealed to the FLC, with the exception of decisions by Tenure and Promotion and the Senate Subcommittee on Faculty Status and Grievance
- The FLC should meet weekly as long as there is a quorum of 4
- The FLC is expected to meet with the President and/or Vice President for Academic Affairs or Provost at least once a month

Senate Subcommittee on Faculty Status and Grievance

The Subcommittee is convened to address faculty concerns of violations of academic freedom, appointment, faculty status, tenure and/or promotion decisions, and dismissal during appointment. The Subcommittee will also hear cases of conflict between faculty members that have not been successfully resolved through the Academic Organization. The Chair of the Subcommittee will acknowledge receipt of a grievance and provide updates as steps are taken to resolve it to the faculty member who submitted the concern. The proceedings and communications of the Subcommittee will be private and confidential. The Subcommittee will report to the Senate the number of cases it has heard at least once a year.

The Subcommittee shall be composed of four Senators who are not on the FLC, at least one from each campus. Associate or Clinical Associate Professor, Full Professor or Clinical Professor is recommended. The Subcommittee is elected at the last Senate meeting of the year.

Addressing Major Policies, Handbook Changes or Initiatives

When seeking to address significant changes or new academic policies, initiatives, or the Faculty Handbook that does not fit the regular business of the Senate or Standing Committees, a request must be made to the FLC.
- The FLC will determine if the proposal or request is ready to be voted on by the Senate, reviewed by a standing committee, or addressed by an ad hoc committee.
- When a proposal is ready to be brought forward to the Senate, it shall be presented to the Senate in a meeting one month before a vote by the Senate to allow for discussion and input. An affirmative vote of two-thirds (⅔) of the Senators present shall be required to approve the proposal.

- Once approved by the Senate, the proposal will be referred to the Vice President for Academic Affairs or Provost and/or President for approval and adoption.
- Special Circumstances:
    - If a proposal fails to receive a two-thirds (⅔) majority but is supported by the President and Vice President for Academic Affairs or Provost, the proposal can go to the Board of Trustees for approval.
    - If policy achieves ⅔ majority of the Senate but is not supported by the Administration, the FLC, in conjunction with the Faculty Representative to the Board, returns to the Faculty Senate for an additional ⅔ majority vote to present the policy to the Academic Affairs Committee of the Board to override the President and Vice President for Academic Affairs or Provost

Senate Meetings

1. Time of Meetings:
    a. The Senate will meet monthly during the academic year to consider regular business.
    b. A special called meeting of the Senate can be convened by the Faculty Chair, the President, and/or the Vice President for Academic Affairs or Provost; A special meeting of the Senate may also be called to convene by five (5) Senators.
2. Chair: The Senate meeting will be chaired by the Faculty Chair or the Chair-Elect in their absence.
3. The Quorum: The presence of a two-thirds (⅔) of the Senators, not counting ex officio, constitutes a quorum.
4. Rules of Order: Except as herein provided, parliamentary procedure and the keeping of minutes shall be in accordance with *Robert's Rules of Order*, Revised.
5. Voting:
    a. Questions for consideration by the Senate may be voted on electronically by secure ballot before the regular business meeting during a posted time before the meeting. A majority of votes are required for decisions on items posted for electronic voting. Upon request of any two senators, individual items will be raised on the floor of the meeting and any pre-meeting electronic voting on such items will be disregarded.
    b. Questions at meetings shall be decided by voice votes, a show of hands, or blind electronic poll. If the ruling of the Chair on a voice vote is challenged, a blind electronic poll will be conducted.
    c. Under no circumstances shall voting to complete business of the Senate occur after the meeting is adjourned.
    d. Order of Business
        i. In regular meetings, the order of business shall be:

1. Moment of Reflection
2. Open Comments from Guests
3. Approval of Minutes
4. Reports of Ex Officio Members
5. Reports of Officers
6. Reports of Committees
7. Unfinished Business
8. New Business
9. Announcements
10. Adjournment

    ii. New or unfinished business may be acted upon in conjunction with the report of a committee or of an officer or may be deferred to the appropriate order at the option of the chair.

    iii. A majority vote of the Senators present at any meeting may change the order of business for that meeting.

    iv. In special meetings of the Senate, only those items of business stated in the call shall be presented, and their order shall be determined by the Chair.

6. Submitting Business for Consideration by the Senate:
   a. Officers, Committees, Senators, and Faculty intending to present proposals at a Senate meeting will submit proposals to the Faculty Secretary by the notification deadline for the Senate meeting agenda. Notification deadlines for the regular Senate meeting will be published at the beginning of the academic year.
   b. The FLC will review proposals and place them on the Senate meeting agenda or refer them back to the originator or appropriate Committee for revision or review.
   c. The Senate meeting agenda and accompanying materials will be distributed electronically to the Senators and faculty members at least three (3) business days before the meeting.
   d. Proposals for changes to Faculty Governance shall be presented to the Senate in a meeting one month before a vote by the Senate to allow for discussion and input. An affirmative vote of two-thirds (⅔) of the Senators present shall be required to adopt the proposed revision.
   e. A Faculty member or Committee representative who has a proposal on the Senate agenda will attend the Senate meeting to address questions or concerns raised by the Senate.

7. Guests in the Senate Meeting:
   a. Faculty, faculty emeriti, and staff of the College are invited to attend regular and called special meetings of the Senate. Members of the Board of Trustees, other institutions, or the general community may request an invitation to attend from the FLC.

b. Guests welcome in the meeting cannot participate in the business discussions of proposals or reports unless the Chair chooses to yield the floor. They cannot vote.

c. The Chair is required to provide time for open comments from guests and will include the limits or requirements for sharing comments in the agenda when it is distributed.

8. Proceedings are Binding:

a. Within the limits of authority allowed by Bylaws of the Board of Trustees, actions adopted by the Senate are binding upon all members of the faculty. It is the professional obligation of each faculty member to enforce the rules, regulations, and procedures so established.

9. Senate Records:

a. A summary of actions taken at each Senate meeting will be distributed electronically to the Senators and faculty members within three (3) business days.

b. The agendas and minutes of Senate meetings and the documentation of reports and proposals submitted to the Senate will be transcribed and documented by the Faculty Secretary.

c. All Senate Records will be made available electronically in a secured system to all Senate members and faculty members.

10. Faculty Parliamentarian:

a. A member of the Senate shall be elected parliamentarian to serve three years subject to re-election. They shall advise the Senate and FLC on parliamentary procedure.

11. Suspension of Bylaws:

a. Three-fourths of the Senate members present may suspend a Senate Meeting Bylaw so far as it relates to the transaction of business at a meeting.

12. Student Representative:

a. The Student Government President or representatives elected by the students may attend Senate meetings. These representatives have the privilege of the floor but not the privilege of voting.

Standing and Ad Hoc Committees

Policies and Procedures

The Standing Committees serve the essential, permanent, and ongoing functions of the delivery of the academic programs of the College. The Standing Committees of the Faculty shall be responsible for monitoring the integrity of all academic areas of the College and for preparing proposals for legislation that recommend new policies or procedures, or the modification of policies and procedures as they relate to the academic affairs of Emory & Henry College. Standing Committees report to the Faculty Leadership Council (FLC), which has oversight of committee charges. Committees will

set their own agenda. However, business may be referred to each committee by the administration, the FLC, or any faculty member.

Anyone granted faculty status is eligible for committee membership. All Standing Committee members will serve for a 3-year term. A faculty member may only serve on one Standing Committee or the Faculty Senate; including ad hoc and search committees, faculty members will serve on no more than three committees at a time. Membership on additional committees would constitute an overload on College service workload and must be approved by the member's department chair and the appropriate dean.

The committee member with the longest service on the committee will be responsible for convening the committee at the beginning of the academic year. At the first meeting, a chair will be selected and reported to the Nomination and Election Committee. Committees may meet and conduct business anytime a majority of members are present. Chairs of each standing committee will meet with the FLC once a semester. Committee Chairs will submit annual reports to the Faculty Secretary by June 1 of each year. Committee membership will be determined by the Nominations and Elections Committee and voted on electronically by the Senate at the last spring meeting of the year.

Ad hoc committees may be formed by the Faculty Leadership Council and/or at the request of the President and Vice President for Academic Affairs or Provost. When an ad hoc committee is convened the committee charge and membership will be communicated to the faculty. The roles, charges, and continued need for ad hoc committees will be reviewed annually by the FLC.

Committee Descriptions

Nomination and Election Committee

This Committee shall study faculty committee definition, structure, composition, terms of service, and election procedure, and shall recommend policies in these matters to the FLC. It shall be the duty of this Committee to maintain a continuous record of the composition and functions of all committees (Senate, standing, ad hoc, and search committees).

The Committee will maintain a list of eligible candidates in conjunction with the Vice President for Academic Affairs or Provost office and will make notes in faculty numbers to include special appointments with faculty status and eligibility. The Committee will assign special appointments with faculty status without a designated school to the school they most closely align with when determining Senate appointments and elections.

This Committee will conduct the Senate election. Nominations for Senators will open on March 1. Nominations will close on March 15. Senate elections will be conducted electronically. Each school will vote only for candidates to represent their specific school. To fill the allotted number of seats, candidates receiving the most votes will be seated as Senators according to the number of votes received. In the case of a tie for the last available seat, there will be a runoff between those candidates. The results of the Senate elections will be announced by April 1.

This Committee shall serve as a nominating body for faculty members on all standing committees. Between the Senate election and the standing committees election, the Committee will administer a survey to all faculty to determine preferences for committee service before setting a slate of nominees. The Committee can seek input from current committee chairs for recommendations regarding membership. After the Senate elects the incoming slate of nominees, the Committee will report the membership of all standing committees to the Faculty Secretary and the faculty.

The Committee will request that each committee submit the name of the chair for the committee by September 30 and shall maintain a list of committees with chairs and standard meeting times, if applicable.

The FLC or administrator convening an ad hoc committee will work in conjunction with the Committee to ensure that faculty are serving on no more than three (3) committees at a time. Overload on service workload must be approved by the faculty member's Department Chair and Dean. The Committee will report the membership of an ad hoc committee to the Faculty Secretary and the faculty when it is convened.

The Committee will nominate faculty representatives to other College committees such as SGA, Judicial, etc.

The Committee shall have the power to accept the resignation or temporary recusal of a faculty member from a faculty committee if it deems the reasons for the resignation or temporary recusal to be compelling.

This Committee shall be composed of three faculty members, at least one from each campus. A representative from the DEI Office and the Administrative Assistant to the Vice President for Academic Affairs or Provost will serve as ex officio members.

Undergraduate and Core Curriculum Committee

This committee is the major educational policies committee for the undergraduate program of the College. It shall review and make recommendations to the Senate on all matters affecting instruction, including teaching loads concerning new course offerings. It shall review and make recommendations to the Senate on matters affecting curriculum, including such matters as the revision of departmental offerings, introduction or elimination of courses, course requirements and credit hours, certification or

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concentrations, development of new departments or programs, and major and minor offerings. It shall also review and make recommendations regarding the delivery of the Core Curriculum, and its implementation across the undergraduate disciplines.

It shall review and make recommendations to the Senate on all matters relating to undergraduate degrees offered and graduation requirements, including the total number of hours, distribution of courses, requirements for majors and area concentrations, and the minimum and maximum number of courses a student may schedule per semester. It shall review course offerings concerning the departmental aims and the current and long-range educational policies of the College.

The dean, program, or department chair wishing to make an undergraduate or core curriculum change will submit their proposal(s) with appropriate documentation to the Committee. Curriculum changes will be classified in one (1) of three (3) tiers. The Committee will set and publish publicly deadlines for curricular change proposals and the documentation necessary at their first meeting of the year. In considering proposals, the Committee may approve, amend, or request revisions.
- Tier 1: Changes to courses currently in the Catalog, such as name, course description, number of credit hours, or course number sequencing. Any changes that result in adding or deleting a course, or have the potential to impact another department are moved to Tier 2.
  - The Committee has the authority to approve these changes. No vote of the Senate is needed.
  - These proposals can be voted on as a slate or set of slates.
  - The approved changes must be reported to the Senate.
- Tier 2: Adding or removing courses from the Catalog; changes to cross-listed courses; changes in pre-requisites (requiring courses from outside the department); changes impacting the Core Curriculum; changes to major/minor requirements; other changes that impact other departments.
  - Department chair or designee must attend the Committee meeting to present and discuss these changes.
  - After discussion and approval by the Committee, the Committee chair sends Tier 2 proposals to the Faculty Secretary to be placed on the Senate agenda for a vote.
  - These proposals can be submitted to the Senate as a slate or set of slates.
- Tier 3: Adding or removing academic programs from the Catalog.
  - Tier 3 requires additional approval and documentation steps before being submitted to the Committee
  - Department chair or designee must attend the Committee meeting to present and discuss these changes.
  - After discussion and approval by the Committee, the Committee chair sends Tier 3 proposals to the Faculty Secretary to be placed on the Senate agenda for a vote.

- The Department chair or designee must attend the Senate meeting when the proposal is brought forward for a vote.

This committee shall be composed of six faculty members from the Emory campus (one from each Division in the School of Arts and Sciences and one from the School of Business) and one librarian elected by the faculty and serving three-year staggered terms; the Vice President for Academic Affairs or Provost (or designee) and Registrar (or designee) will serve as ex officio members.

Graduate and Health Professions Curriculum Committee

This committee is the major educational policies committee for the graduate and Health Profession programs of the College. It shall review and make recommendations to the Senate on all matters affecting instruction, including teaching loads concerning new course offerings. It shall review and make recommendations to the Senate on matters affecting curriculum, including such matters as the revision of departmental offerings, introduction or elimination of courses, course requirements and credit hours, certification or concentrations, development of new departments or programs.

It shall review and make recommendations to the Senate on all matters relating to graduate and health profession undergraduate degrees offered and graduation requirements, including the total number of hours, distribution of courses, requirements for majors and area concentrations, and the minimum and a maximum number of courses a student may schedule per semester. The only exception to the purview of this committee is in curriculum changes to undergraduate health profession programs that may result in impacts to other undergraduate departments and/or the Core curriculum. In such cases, the proposal shall be approved by the Committee and referred to the Undergraduate and Core Curriculum Committee.

The program or department chair wishing to make a graduate or undergraduate health degree curriculum change will submit their proposal(s) with appropriate documentation to the Committee. Curriculum changes will be classified in one (1) of three (3) tiers. The Committee will set and publish publicly deadlines for curricular change proposals and the documentation necessary at their first meeting of the year. In considering proposals, the Committee may approve, amend, or request revisions.
- Tier 1: Changes to courses currently in the Catalog, such as name, course description, number of credit hours, or course number sequencing. Any changes that result in adding or deleting a course, or have the potential to impact another department are moved to Tier 2.
  - The Committee has the authority to approve these changes. No vote of the Senate is needed.
  - These proposals can be voted on as a slate or set of slates.
  - The approved changes must be reported to the Senate.
- Tier 2: Adding or removing courses from the Catalog; changes to cross-listed courses; changes in pre-requisites (requiring courses from outside the

department); changes impacting the Core Curriculum; changes to major/minor requirements; other changes that impact other departments.

- ○ Department chair or designee must attend the Committee meeting to present and discuss these changes.
- ○ Any undergraduate health degree curriculum changes with an impact on other undergraduate departments or the Core Curriculum must be referred to the Undergraduate and Core Curriculum Committee after the approval by this Committee before referral to the Senate.
- ○ After discussion and approval by the Committee, the Committee chair sends Tier 2 proposals to the Faculty Secretary to be placed on the Senate agenda for a vote.
- ○ These proposals can be submitted to the Senate as a slate or set of slates.
- ● Tier 3: Adding or removing academic programs from the Catalog.
  - ○ Tier 3 requires additional approval and documentation steps before being submitted to the Committee
  - ○ Department chair or designee must attend the Committee meeting to present and discuss these changes.
  - ○ Adding or removing any undergraduate health degree programs must be referred to the Undergraduate and Core Curriculum Committee for approval before referral to the Senate.
  - ○ After discussion and approval by the Committee, the Committee chair sends Tier 3 proposals to the Faculty Secretary to be placed on the Senate agenda for a vote.
  - ○ The Department chair or designee must attend the Senate meeting when the proposal is brought forward for a vote.

This committee shall be composed of five faculty members from the Marion campus (one from School of Nursing and four from School of Health Sciences), one from the Emory campus, and one librarian elected by the faculty and serving three-year staggered terms; the Vice President for Academic Affairs or Provost (or designee) and Registrar (or designee) will serve as ex officio members.

Academic Standards Committee

This committee shall study and recommend policies involving the application of academic standards, such as readmission of students previously required to withdraw for academic reasons, retention of students who fail to meet established standards. It shall advise the Vice President for Academic Affairs or Provost in cases where interpretation of satisfaction of the requirements for graduation may be in question. In general, this committee shall review periodically the adequacy of regulations designed to assure appropriate academic standards and make recommendations to faculty. This committee shall also act for the faculty in dealing with exceptional cases referred to it by members of the faculty or administrative officers. Members of this committee also serve

as a panel to hear preliminary reports from student investigators researching alleged violations of the College's Honor Code, as described in the Student Handbook.

This committee shall study and recommend policy on awarding academic prizes and honors, including the Dean's List, the Honor Roll, and other academic attainments.

This committee shall be composed of three faculty members, at least one from each campus. The Vice President for Academic Affairs or Provost (or designee) and Registrar (or designee) will serve as ex officio members.

Tenure and Promotion Committee

This Committee shall assist in maintaining high standards and fair practices in appointments to tenure and promotion in rank. It shall follow policies established through appropriate channels and published in the *Faculty Handbook*.

It is a requirement that this committee receives Inclusive Personnel Training before beginning their yearly work, provided by the Human Resources office of the College and the Office of Diversity, Equity, and Inclusion.

This Committee, a committee of review and recommendation, shall not initiate nominations for promotion, tenure, or other recognitions. Committee suggestions for policies, requirements, and procedures in the *Faculty Handbook* and areas of its jurisdiction shall be addressed to the Faculty Leadership Council.

Candidates for tenure and promotion will be evaluated by colleagues throughout the process as designated in the *Faculty Handbook*. However, the candidate will not be evaluated by the same person twice. If a member of the Committee is required to write a Letter of Evaluation for a candidate, they must recuse themselves from the entirety of the candidate's review and request a substitute from the FLC. If a member of the Committee is up for promotion and/or tenure, they must also recuse themselves under the same process.

Appointment to Tenure: This committee shall review all nominations for appointment to tenure following institutional policies and procedures stated in the *Faculty Handbook*. It shall be provided documentation on the qualifications of each nominee. Each nominee will then be interviewed by the Committee. Based on the documentation provided and the interview, the Committee shall present its recommendations in writing to the Vice President for Academic Affairs or Provost and the President.

Promotion in Rank: Following policies and procedures defined in the *Faculty Handbook*, this committee shall review all nominations for promotion in rank presented by Department Chairs, Program Chairs, and Division Chairs or the Vice President for

Academic Affairs or Provost. Each nominee will then be interviewed by the Committee. Based on the documentation provided and the interview, the Committee shall be provided documentation on the qualifications of each nominee. It shall present its recommendations in writing to the Vice President for Academic Affairs or Provost.

At the candidate's request, the Department, Program, or Division Chair for the candidate may attend this interview along with the candidate to serve as a resource to clarify discipline-specific issues which may arise, but not weigh in on the Committee's recommendations.

This Committee shall be composed of five members of the faculty with Associate or Clinical Associate Professor, Full Professor or Clinical Professor, at least one from each campus. At least two committee members must be full professors. No two members can be from the same academic division or program.

Faculty Hiring Committee

This committee shall assist in maintaining high standards and fair practices in appointments to the faculty. This committee makes recommendations relating to a faculty hire, which are weighed along with the search committee's and Dean's recommendations to the Vice President for Academic Affairs or Provost.

It is a requirement that this committee receives Inclusive Hiring Training before beginning their yearly work. This training will be provided by the Human Resources office of the College and the Office of Diversity, Equity, and Inclusion.

For Appointments of Full-Time Faculty: Before the visit of a candidate for a faculty-status position, this committee will receive from the search committee chair and the Dean a description of the position to be filled with the qualifications desired of the appointee, and the candidate's application package. It will interview the finalist(s).

After the interview of the candidate, the committee will report in writing to the search committee chair and the Dean of the appropriate school or Vice President of Academic Affairs or Provost its appraisal of a candidate's professional qualifications for the position based on the job description for the position to be filled. The committee will also weigh in on the potential for strengthening the academic life of the College, the candidate's commitment to the liberal arts, and their promise of contribution to the overall mission of the institution. This letter should summarize whether they would recommend hiring the candidate and their rationale for this recommendation.

This committee shall be composed of five members of the faculty, at least one from each campus. At least three committee members must have Associate or Clinical Associate Professor, Full Professor or Clinical Professor. No two members can be from the same academic division or program.

Honors Committee

This committee serves as an advisory board to the Emory & Henry Honors Program. It shall provide advice and support for the program and its students; its primary concerns will focus on supporting the retention of scholars in the program, assessing stipend requests, serving on Honors thesis panels in their areas of expertise or related fields, supporting the program's Scholarship Day, recruitment of students in their discipline, and policy development and changes.

This committee shall be composed of five faculty members, at least one from each campus. The Director of the Honors Program shall be an ex officio voting member and chair of the committee. While representation across academic divisions is not mandated, appointments will be made with the broadest representation in mind.

International Education Committee

This committee serves as an advisory board to the Office of International Education in support of the College's mission to educate global citizens. It shall provide input and advocacy for major International Education programs and initiatives, policy development and changes, matters of curriculum related to study abroad including faculty-led courses and semester abroad, student selection for study abroad, international student recruitment and support, strategic planning, budget planning, and risk management procedures.

This committee shall be composed of five faculty members, at least one from each campus. At least three of these members shall be E&H Abroad faculty who have developed or maintain an active international program. The Director of International Education shall be an ex officio member, voting member and chair of the committee. While representation across academic divisions is not mandated, appointments will be made with the broadest representation in mind.

Library Committee

This Committee shall serve as a collaborative liaison between the Library, the teaching faculty, and the student body in support of the Library's mission. It shall provide input and support on major Library plans, programs, and initiatives; advise and approve Library policy changes following the Library Policy Guide; support requests for funding from the administration or in grant proposals; be notified of and review material challenges as described in the Challenge Procedure; solicit faculty input for weeding library collections; and provide insight on the impact of the Library's efforts to support the curriculum of the College, classroom instruction, and student research.

This committee shall be composed of three faculty members, at least one from each campus. The Director of the Library shall be an ex officio member.

This committee shall be responsible for planning, coordinating, and assessing all cultural programs of the College and providing the College community with a variety of superior cultural opportunities including the performing arts (music, theater, dance), significant films, debates, public lectures (coordinating the scheduling of the Reynolds, Staley, and Blackwell lectures), and faculty or student presentations of general interest.

Before the beginning of each term, the committee must approve all cultural events which are to be listed for Lyceum credit. Students are required to attend a certain number of these approved Lyceum events as a part of graduation requirements. The Committee shall assist students, faculty, and staff who are involved in administering required Lyceum attendance. Planning and coordination of additional campus cultural events not sponsored elsewhere are expected if the calendar allows.

This committee shall be composed of three faculty members, at least one from each campus. The Registrar (or designee), a staff representative from Marketing and Communications, Dean of Students, a representative from the DEI Office, and the College Chaplain shall be ex officio members.

Other Faculty Committee Participation

Honorary Degrees Committee
Three voting faculty members appointed by the President, three members of the Board of Trustees appointed by the Chair of the Board of Trustees, the Provost, and the President of the College comprise the committee for nominating candidates for honorary degrees. The President is chair of the committee.
1. Members shall serve staggered three-year terms. Replacement for a member not completing full term shall serve only the unexpired portion of the term. The Provost and the Chair of the Board of Trustees are *ex officio* with vote.
2. Persons desiring to present candidates to the committee are required to complete a nomination form.
3. An attempt shall be made to recognize persons who have achieved national or international recognition as leaders in such areas as the arts, education, science, industry, religion, and the government or other forms of public service.
4. Subject to significant standards of creative achievement and recognized leadership, consideration continues to be given to persons of the region in which the College is located and from within the alumni group; within these groups special attention is given to those who have rendered outstanding service to the College across the years.
5. Nominations for honorary degrees shall be limited in number (two, except as unusual circumstances warrant the awarding of more than two), and not more than two degrees will be awarded in a single year to persons in any one area of achievement.

6. Information sheets on proposed candidates will be kept on file in the President's office and reviewed and updated periodically by the Committee on Honorary Degrees.

7. Nominations shall be presented from the Honorary Degrees Committee to the voting faculty for their recommendation to the Board of Trustees for authorization. A simple majority of those present and voting shall be required by both the voting faculty and the Board of Trustees. In no case shall the name(s) of the nominee(s) be released. Approval or disapproval of the nominations on both the faculty and Board levels shall be by secret ballot, and shall be sealed and entrusted to the President of the College who will inform the honoree(s) so elected, the results of the ballot to be reported and recorded at the next meeting of the Board of Trustees.

Interdisciplinary Program Committees
Faculty members are appointed to committees to administer certain interdisciplinary programs. These programs are described in the *Academic Catalog*.

Ad Hoc Committees: From time to time, faculty members are appointed or elected to ad hoc committees to consider specific concerns.

Faculty Representation on the College Benefits Committee: Two faculty members elected by the faculty serve three-year terms on the College's Benefit Committee.

Faculty Representation on the Student Senate: The three faculty members on the Student Senate shall constitute a liaison committee between the Student Government and the faculty, having responsibility (1) to report regularly to the faculty about Student Government discussions, proposals, and actions; and (2) to carry to the Student Government sentiments and recommendations of the faculty. The Faculty Governance Committee shall nominate to the faculty its representatives to the Student Senate. Service by faculty members on the Student Senate shall count as service on a faculty standing committee and shall limit the eligibility of these representatives for participation on other standing committees of the faculty.

Faculty Representation on Judicial Bodies: The Faculty Governance Committee shall serve to nominate faculty representatives to judicial bodies as prescribed in the "Judicial Code for the Student Body." Service on these bodies does not preclude participation on standing committees of the faculty.

Appendix B: Organizational Structure

[Current Emory & Henry College Organizational Chart - OIRIE](#)

Appendix C: School of Arts & Sciences

Arts & Sciences Leadership Council

The School of Arts & Sciences is organized in a divisional structure with academic departments structured in five divisional: Division of Education, Division of Humanities, Division of Science, Division of Social Sciences, and Division of Visual and Performing Arts. The Dean of Arts & Sciences and the Chairs of the five divisions comprise the Arts & Sciences Leadership Council. The Dean serves as the chair of the Council.

The Arts & Sciences Leadership Council shall recommend long-range educational plans and basic educational policy to the Dean. The Council shall be concerned with the integration and coordination of the total educational program of the School on a continuing and systematic basis. The Council shall also have the responsibility of gathering adequate and accurate data on recent trends and practices in higher education and disseminating this information to the departments. The Council shall act in the role of an advisory council to the Dean on matters of academic planning, programming, and budgeting, including the area of capital expenditures as they affect the operation, growth, and development of the educational program. The Arts & Sciences Leadership Council may recommend or initiate proposals for changes in academic policies and procedures to appropriate departments and/or divisions.

Divisional Structure

Each division shall be headed by a Division Chair who is appointed by the President in consultation with the Provost and the Dean of Arts & Sciences. The term of office is normally from July 1 to June 30. Reappointment or termination of appointment is at the discretion of the President.

The Division Chair presides at divisional meetings and chairs meetings of the Department Chairs within the division. The Division Chair reports directly to the Dean, meets at least once each term with the division faculty; and has the responsibility to administer, coordinate, recommend, and promote the policies and programs of the division and of the School as appropriate to the division.

Responsibilities of the Division Chair shall include the following:
1. Periodically review the adequacy and effectiveness of the educational programs within the division with Department Chairs, departments, and the division, as appropriate.
2. Provide leadership and direction in effecting improvements in divisional programs and policies within the context of institutional policies and procedures.

This responsibility may entail studies of the content and relationships of curricular offerings and requirements to the philosophy and objectives of the institution, the needs of the students, and practices and trends in higher education. The Division Chair shall assist departments and Department Chairs in the review of enrollments, frequency of course offerings, and such other academic concerns as may relate to an effective educational program. The Division Chair shall review the recommendations of Department Chairs regarding teaching loads, general education course offerings, suggested course enrollments, and class schedules and shall submit to the Registrar an annual recommendation of a coordinated divisional schedule of course offerings for the ensuing year. The Division Chair also shall review and approve any grant applications made by members of his/her division.

3. Review the performance of each faculty member, as outlined in the Professional Development Plan, annually. By June 1 each year, faculty will submit to the relevant Division and Department Chairs a Professional Development Plan (PDP). Assist in the selection and oversight of members for Endowed Chairs and Professorships.
4. Receive, review, and transmit the budget requests of Department Chairs together with their own comprehensive recommendations for the division
5. Review the adequacy of library budgets for their members.
6. Make recommendations regarding staff additions or reductions and the priorities within the division
7. Make recommendations regarding applicants for positions within the division to the Provost.
8. Make recommendations for the appointment of Department Chairs within the division.

Departmental Structure

Faculty members are customarily appointed to one of the academic departments for participation in the instructional program. In those instances where members of the faculty teach in more than one department, their departmental relationships and prerogatives shall be defined by the Provost in consultation with the Division Chairs or School Dean concerned and with the Academic Council.

Each department shall be headed by a chair, which shall be charged with carrying out the policies of the College. The Department Chair shall be appointed by the Provost in consultation with the Division Chair or School Dean and the President. Normally, appointments to the chair shall be made for a term of up to three years and may be renewed. The usual term of office is from July 1 to June 30. Reappointment or termination of appointment is at the discretion of the Provost.

Responsibilities of the Department Chair shall include the following:

1. Administration and management of the departmental curriculum. The Department Chair is concerned with periodic review of departmental offerings and makes any recommendation involving curricular changes, additions, or deletions in consultation with all members of the department. The Chair consults with the Division Chair or School Dean and the Provost concerning proposed changes, additions, or deletions in the program of the department. Proposed changes should be submitted to the Academic Policies Committee. In the spring semester prior to the next academic year, the Department Chair submits a tentative course schedule to the Division Chair or School Dean for review and coordination by the Academic Council.
2. Each year, the Department Chair collaborates with the College's Director of Institutional Research and Institutional Effectiveness, the Director of Academic Assessment, and his/her Division Chair to assess the department's programs and students. The departmental Institutional Effectiveness Plan must be submitted to the Division Chair or School Dean by June 15, and the IE Office by July 1
3. Scheduling and facilitation of departmental meetings. The chair presides over meetings of the department. Meetings shall occur regularly, and the Division Chair or School Dean shall be invited to attend at least one meeting each semester.
4. Assurance of quality of instruction in the department. This assurance includes the general supervision, guidance, and evaluation of members of the instructional staff. The Department Chair also participates in the recruitment of departmental faculty members as requested by the Provost and the Academic Council.
5. Supervision of departmental student academic advising. The Department Chair coordinates all departmental student academic advisement with the office of the Provost. The Department Chair, with the Registrar, is responsible for verifying compliance with College graduation requirements for all departmental majors. The Chair may delegate responsibility to faculty serving as academic advisors.
6. Recruitment of students. All members of the academic departments are expected to be active in the College's enrollment management plan. The Department Chair coordinates departmental recruitment activities with the Committee on Admissions and Student Aid, the Provost, and the Office of Admissions and Financial Aid.
7. Preparation of the annual departmental budget request. All members of the department should be consulted in regard to the budget request, which are submitted with appropriate supporting statements of rationale by the Department Chair to the Division Chair or School Dean by October 15 for the ensuing academic year.
8. Supervision of the finances of the department. All departmental expenses should come within budgetary limits and should be approved by the Department Chair and appropriate officers. An inventory should be maintained and records kept of departmental equipment and supplies.

9. Secure teaching personnel for temporary teaching assignments (e.g., adjunct faculty members)
10. Formulation of library budget and purchases. The budget requests for library acquisitions each year are reviewed both by the Director of Kelly Library and the Chair of the Library Committee. Their recommendations, along with the original requests, are reviewed by the Academic Council. A specific allocation from the total funds budgeted for the library is made to each division for purchase of books relating to the work of the division. Each Department Chair shall coordinate the department's share of the divisional allocation with the Division Chair or School Dean. The Department Chair keeps appropriate records of expenditures in conjunction with the purchasing department of the library.
11. Assignment and supervision of student assistants. A limited number of student assistants are available to perform services in connection with the academic work of the department, and these services are charged as part of the departmental budget. Written requests for student assistants must be justified and must be submitted by the Department Chair to the Division Chair or School Dean and to the Provost as a part of the budget proposal. All student assignments are made through the Human Resources office in cooperation with the Department Chair and Division Chairs or School Dean. Preference is given to students who are federally eligible for work study and competence for the assignment, as expressed in financial support promises made by the Office of Admissions and Financial Aid.. The Department Chair is responsible for the proper assignment of student assistants within the department and for their supervision. This responsibility may be delegated.
12. Preparation of the departmental Institutional Effectiveness Plan. Each year, no later than July 1, each Department Chair shall submit a report to the Division Chair and the Provost on the state of the department and make recommendations for the ensuing year. This report should follow the format specified in the template provided by the Director of Institutional Research and Institutional Effectiveness. The Division Chair or School Dean may comment in writing to the Provost regarding the departmental IEPs in their division.

Appendix D: School of Health Sciences

Mission

To provide a collaborative, interprofessional and inclusive culture that prepares highly-competent healthcare professionals who exhibit exemplary professionalism; provide culturally sensitive, mindful, patient/client-centered healthcare services; and actively contribute to the advancement of their professions and communities through leadership, scholarship and service.

Core Values

Professionalism. We are committed to developing professionals who demonstrate compassion, integrity, and competence. Students, faculty, and staff adhere to the highest ethical principles, including a focus on responsibility and accountability. We practice congruence between our words, values and actions. A central tenet of professionalism is respect, and in appreciation of the worth and dignity of all individuals, students, faculty, and staff treat all persons accordingly.

Service. We strive to prepare compassionate servant leaders who provide quality healthcare to their patients and are positive change agents within their professional organizations and communities. Students, faculty, and staff promote a sense of social responsibility and mutual trust between their professions and the larger public through leadership, scholarship, and service opportunities.

Excellence. Our dedicated, highly qualified faculty and staff are devoted to providing transformative healthcare education with a goal of developing competent, compassionate and empathetic healthcare leaders committed to serving patients, the community, and the region.

Collaboration. We strive to provide a sustained culture of understanding and respecting our varied disciplines while working together to promote teamwork through inter- and intraprofessional collaboration. Our ultimate goal is to prepare our students to work effectively as leaders in multidisciplinary healthcare teams to enhance and improve patient outcomes.

Equity/Inclusion. We value a diverse community of students, staff and faculty from a range of different social and ethnic backgrounds, cultures, identities and human differences. We promote cultural humility and sustain a sense of inclusivity with all showing kindness, respect and commitment to each other's successes. Our commitment to inclusiveness helps to make us more sensitive and responsive to health inequities.

Health Sciences Campus

The School of Health Sciences is housed on the E&H Health Sciences Campus in Marion, Virginia. This 15-acre campus includes two instructional buildings: Health Sciences Building and Smyth Hall. This campus is designated as a tobacco free campus.

Organizational Structure

The School of Health Sciences is organized into five academic departments: Exercise Science, Clinical Mental Health Counseling, Occupational Therapy, Physical Therapy, and Physician Assistant Studies. With the exception of Exercise Science, each SHS department includes a professional graduate health sciences program that is accredited by, or is seeking initial accreditation from, a healthcare discipline specific accrediting agency.

- Department of Exercise Science (housed on Emory Campus)
  - Bachelor of Science in Exercise Science (EXSC)
  - Pre-Health (non degree program)
- Department of Clinical Mental Health Counseling
  - Master of Science in Clinical Mental Health Counseling (MS-CMHC)
  - Seeking accreditation from the Council for the Accreditation of Counseling and Related Educational Programs (CACREP)
- Department of Occupational Therapy
  - Master of Occupational Therapy (MOT) - *currently in teach-out plan with last cohort graduating in December 2021*
  - Accredited by the Accreditation Council for Occupational Therapy Education (ACOTE)
  - Doctor of Occupational Therapy (OTD)
  - Currently in candidacy status for earning Accreditation Council for Occupational Therapy Education (ACOTE)
- Department of Physical Therapy
  - Doctor of Physical Therapy (DPT)
  - Accredited by the Commission on Accreditation in Physical Therapy Education (CAPTE)
- Department of Physician Assistant Studies
  - Master of Physician Assistant Studies (MPAS)
  - Accredited by the Accreditation Review Commission on the Education of Physician Assistants (ARC-PA)

The discipline specific accreditation standards may, at times, require program specific policies or procedures that differ from those outlined in this Handbook. These differing policies and procedures can be found in the appropriate health sciences Program and School documents. Departments are led by chairs, which may also hold the title/role of program director. Oftentimes, the specific qualifications and responsibilities for a program director are delineated in their discipline's accreditation standards.

Administrative Responsibilities of SHS Department Chairs/Program Directors

- Promote a professional culture that fosters interprofessional collaboration, as well as diversity, equity, inclusion, and belonging.

- Provide effective leadership for the Department/Program, including maintenance of professional and regional accreditation, and compliance with the related policies and procedures.
- Conduct and oversee curriculum development, assessment, revision, and course scheduling.
- Assign faculty workloads related to teaching and committee assignments.
- Plan and oversee faculty and staff recruitment, retention, professional development, and mentoring in alignment with the Program's curricular and operational needs.
- Evaluate the core faculty's teaching effectiveness, scholarship, service, and other assigned academic duties.
- Evaluate the associated faculty's teaching effectiveness, service and other assigned academic duties.
- Oversee student recruitment, admissions, retention, academic advising, academic and clinical education, and overall student performance in the Program.
- Prepare and implement short and long-term strategic plans to ensure continued growth and success of the Program.
- Prepare, submit and administer the Program's budget and associated financial
- resources.
- Manage the physical facilities and other resources allocated to the Program.
- Oversee the Program's outcomes assessment plan to include the preparation of the Program's Institutional Effectiveness Plan.
- Facilitate effective communication with the faculty and other individuals involved with the Program, both internal and external to the College.

Standing SHS Committees
Leadership Council
The School of Health Sciences Leadership Council (SHS LC) is made up of the dean, associate dean, and department chairs/program directors. The dean chairs the SHS Leadership Council.

The SHS Leadership Council serves as an advisory and decision-making council to the SHS Dean on matters of school level policies and procedures related to academic affairs, student affairs, facility utilization, strategic planning, budgeting, and community engagement.

Graduate Healthcare Academic Standards Committee
The Graduate Healthcare Academic Standards Committee will serve as the primary committee for the oversight of due process relative to academic and professional behavior within healthcare programs.

The Graduate Healthcare Academic Standards Committee will be composed of the Associate Dean for the School of Health Sciences, who will serve *ex officio*; and a

designated faculty member from each graduate healthcare program. Committee members are elected by the faculty and serve three-year staggered terms. The committee will elect a chair from its regular members. A member may call a substitute if involved in the original conduct matter under review.

Department Committees

Many of the SHS departments, especially those seeking or maintaining discipline specific accreditation, have established standing committees. These standing committees vary by department, but typically include, but are not limited to, the following: admissions committee, professional behavior committee, student progression/retention committee, curriculum committee, and assessment committee. Each department provides a description of their specific committees in their respective department/program handbook.

Appendix E: School of Business

Mission
With connected liberal arts and business curricula we develop tomorrow's leaders with critical thinking skills, civic values, entrepreneurial mindsets, and the professional confidence to sustainably address emerging challenges and a changing society.

Core Values
Professional Confidence. We are committed to developing confident professionals who possess the vision, critical thinking skills, and applied aptitude to navigate challenges and a changing society.

Diversity. We recognize the value of diversity and the competitive advantages of bringing diverse backgrounds, cultures, identities and human differences together.

Empathy. We strive to develop civic-minded, empathetic business leaders who will lead the organizations of tomorrow. Our students, faculty, and staff promote a sense of empathy and social responsibility that builds trust between businesses and the broader society.

Collaboration. We emphasize collaboration and teamwork in everything we do. We want our graduates to work together to promote teamwork throughout their lives.

Entrepreneurial Creativity. With a foundation in the liberal arts, we develop critical thinking and problem-solving abilities to meet challenges creatively. Whether entrepreneurially or intrapreneurially, we approach tomorrow's challenges with a "how might we" and a growth mindset attitude.

Carriger Hall
The School of Business is housed on the E&H Emory Campus at Carriger Hall. Originally constructed in 1904 with a $25,000 gift from Andrew Carnegie, Carriger Hall long served the College as a residence hall for first year students until its transformation into a center of innovation, collaboration and impact serving undergraduate, graduate, executive and distance learning students. More than 2,200 square feet of light-filled space is dedicated to peer-to-peer learning, with more than 2,000 square feet used for engaging with corporate events and presentations from industry executives. An additional 300 square feet is designated for distance learning "green rooms" to ensure that the impact of business education in Emory can reach learners around the region and the world. Located at the very heart of the Emory Campus, Carriger stands as a symbol of the college's history, future and focus on bridging applied learning and liberal arts education.

Organizational Structure

The School of Business organizational structure is managed on three levels of academic degrees: e.g. undergraduate, graduate (MBA), and executive education. Programs at each level are managed by respective Deans/Directors, who as a result of the relatively small size of the College, also serve as Department Chairs within the broader academic structure. The following programs are therefore managed as follows:

- Department Chair / Dean / Director of Business Administration
  - Accounting (BS)
  - Business Administration (BS)
- Department Chair / Dean / Director of MBA
  - Masters of Business Administration (MBA)
- Department Chair / Dean / Director of Executive Education
  - Certificate (non-credit) in Entrepreneurship - Value Creation, Business Growth
  - Certificate (non-credit) in Leadership - New & Rising Manager Training
  - Certificate (non-credit) in Leadership - Managing Risk

The degree and/or discipline specific accreditation standards may, at times, require program specific policies or procedures that differ from those outlined in this Handbook. These differing policies and procedures may be found in the appropriate Business School Program and School documents. The two undergraduate departments (Accounting and Business Administration) are led by a single Chair, which may also hold the title/role of Dean or Program Director. Oftentimes, the specific qualifications and responsibilities for a Chair / Dean / Program Director may be delineated in accreditation standards or College documentation.

Administrative Responsibilities

The Administrative Responsibilities of School of Business Department Chairs / Deans / Program Directors may differ slightly based on academic level, but generally are as follows:

- Promote a professional culture that fosters interdisciplinary collaboration, as well as diversity, equity, inclusion, and belonging
- Provide effective leadership for the Department/Program, including day-to-day leadership initiatives and compliance with College policies and procedures
- Conduct and oversee curriculum development, assessment, revision, and course scheduling
- Assign faculty workloads related to teaching and committee assignments
- Plan and oversee faculty and staff recruitment, retention, professional development, and mentoring in alignment with the Program's curricular and operational needs
- Evaluate the faculty's teaching effectiveness, scholarship, service, and other assigned academic duties
- Support student recruitment, admissions, retention, academic advising, academic education, and overall student performance in the Program

- Prepare and implement short and long-term strategic plans to ensure continued growth and success of the Program
- Prepare, submit and administer the Program's budget and associated financial resources
- Manage the physical facilities and other resources allocated to the Program
- Oversee the Program's outcomes assessment plan to include the preparation of the Program's Institutional Effectiveness Plan
- Facilitate effective communication with the faculty and other individuals involved with the Program, both internal and external to the College

Standing SB Committees

The School of Business maintains no independent standing committees but rather participates in the existing Standing Committees at the College.

Graduate Business Academic Standards Committee

In 2023-24 we anticipate the development of a Graduate Business Academic Standards Committee that will serve as the primary committee for the oversight of due process relative to academic and professional behavior within graduate business programs (MBA). As of 2022-23, this committee does not currently exist.

Appendix F: School of Nursing

Mission

The mission of the School of Nursing is to educate nurses through interprofessional collaboration to strive for excellence, by integrating science and care to improve health in our communities and world.

School of Nursing Vision Statement

Preparing nursing leaders who promote excellence, competent, and compassionate care.

Health Sciences Campus

The School of Nursing and the School of Health Sciences is housed on the E&H Health Sciences Campus in Marion, Virginia. This 15-acre campus includes two instructional buildings: Health Sciences Building and Smyth Hall. This campus is designated as a tobacco free campus.

Organizational Structure

The School of Nursing is one academic unit with two programs with several tracks. Faculty may teach across academic programs.

School of Nursing Governance

Under the leadership and direction of the Dean of the School of Nursing, faculty are responsible for determining, implementing, and evaluating educational policies for the

nursing program and participating in the governance of the school. The BSN and MSN programs are guided under the leadership of their respective Program Directors.

Administrative Responsibilities of SON (BSN and MSN) Program Directors

- Promote a professional culture that fosters interprofessional collaboration, as well as diversity, equity, inclusion, and belonging.
- Provide effective leadership for the Program, including maintenance of
- professional and regional accreditation, Board of Nursing regulations, certification organizations, and compliance with the related policies and procedures.
- Conduct and oversee curriculum development, assessment, revision, and
- course scheduling.
- In consultation with the Dean, assign faculty workloads related to teaching and committee assignments.
- Plan and oversee faculty and staff recruitment, retention, professional development, and mentoring in alignment with the Program's curricular and operational needs.
- In consultation with the Dean, provide feedback on faculty's teaching effectiveness, scholarship, service, and other assigned academic duties.
- Evaluate adjunct and clinical faculty performance.
- Oversee student recruitment, admissions, retention, academic advising,
- academic and clinical education, and overall student performance in the Program.
- Prepare and implement short and long-term strategic plans to ensure
- continued growth and success of the Program.
- In collaboration with the Dean, prepare, submit and administer the Program's budget and associated financial resources.
- Manage the physical facilities and other resources allocated to the Program.
- Oversee the Program's outcomes assessment plan to include the preparation of
- the Program's, SON and Institutional Effectiveness Plan.
- Facilitate effective communication with the faculty and other individuals involved with the Program, both internal and external to the College.
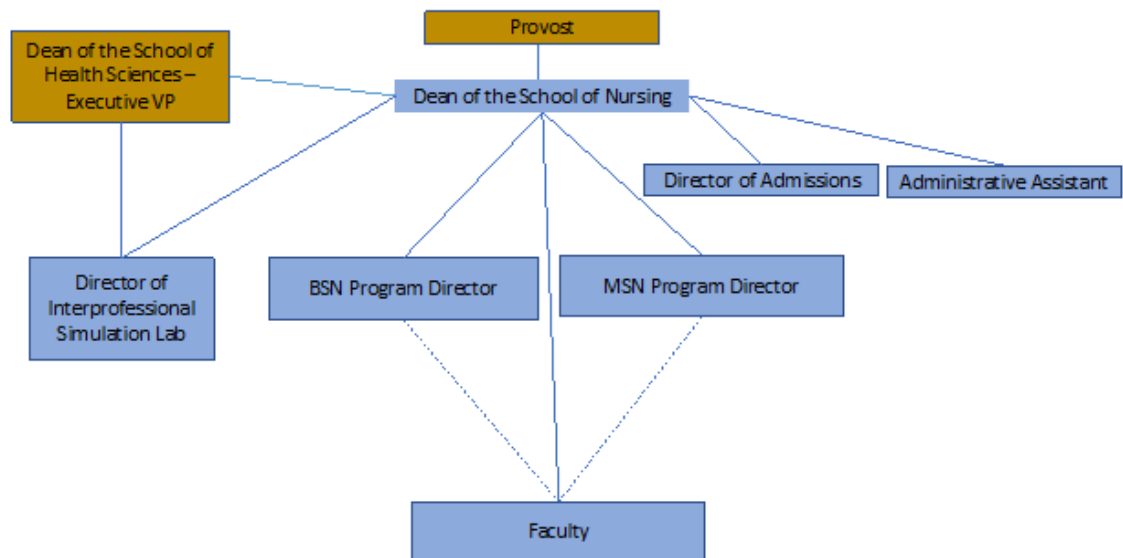
Full time faculty are required to serve on minimal of one School committees and one College committee, contributing to curricular and governance decisions. Part time and adjunct faculty are encouraged to participate in school committees. Each committee will elect a chair at its first meeting in the Fall semester of each year unless otherwise indicated. Committee chairs provide general oversight to the committee process. The role of the chair is to: coordinate meeting dates/times; ensure follow-up of assigned tasks; ensure meeting minutes are completed and distributed; provide committee reports at department meetings. The Dean is an ex officio member of all committees.

 Currently the School of Nursing only has one standing Faculty Committee.

Faculty Supervision/Performance/Evaluation

Full-time, part-time, and adjunct nursing faculty will be assigned to didactic and clinical courses, consistent with their areas of expertise and education. Full-time didactic faculty will serve as liaisons for part-time and adjunct faculty. Nursing faculty are expected to develop and maintain expertise in the specialty areas in which they teach as it is expected that all faculty have the educational and experiential connection to the classroom and/or clinical teaching areas for which they have responsibility. Faculty will be assigned specific courses and clinical activities by the Dean. The qualifications of faculty are to be demonstrated through the Curriculum Vitae and official transcripts from the colleges/universities attended.

Faculty are expected to adapt teaching strategies to patient population, course learning objectives, clinical specialty areas, and healthcare agency requirements. Nursing faculty may be subject to specific requirements identified by the healthcare agencies with which we have affiliation agreements to provide clinical experiences for students.

These regulations and requirements predominantly relate to educational preparation and the need for background checks, CPR certifications, and immunization records.

Full-time faculty performance is evaluated annually and focuses on classroom and clinical performance, department activity participation, and professional development activities. Performance and evaluation will be followed as stated in the College Faculty Handbook. Faculty will submit the Faculty Evaluation/Professional Development Plan and evaluation form for review by the School of Nursing Dean by September 1 of each academic year.

Annual Evaluation and Rank & Tenure Guidelines

Standards of Performance, Criteria, and Evidence

Annually, faculty shall establish professional goals in consultation with his/her unit leader. Time and effort allocation may vary depending on the faculty's appointment (tenure or non-tenure track) and rank. The percentage of effort towards teaching, scholarship and service will guide expected levels each. The guidelines below will be used for annual evaluation, promotion, and tenure.

Teaching

Minimum Expectations for Teaching			
Instructor/Adjunct	**Assistant Professor**	**Associate Professor**	**Professor**
Possesses expertise in subject area	Possesses expertise in subject area	Possesses expertise in subject area	Possesses expertise in subject area
Demonstrates engagement in the SON	Demonstrates engagement in the SON	Demonstrates engagement in the SON	Demonstrates engagement in the SON
Demonstrates teaching effectiveness	Demonstrates teaching effectiveness	Demonstrates teaching effectiveness	Demonstrates teaching effectiveness
Completes post course evaluations (e.g., course outcomes, Course Action Plans, etc.)	Completes post course evaluations (e.g., course outcomes, Course Action Plans, etc.)	Completes post course evaluations (e.g., course outcomes, Course Action Plans, etc.)	Completes post course evaluations (e.g., course outcomes, Course Action Plans, etc.)
Adheres to E & H Course Quality Standards https://www.ehc.edu/eh-online/course-design-d	Adheres to E & H Course Quality Standards https://www.ehc.e	Adheres to E & H Course Quality Standards https://www.ehc.e	Adheres to E & H Course Quality Standards https://www.ehc.ed

evelopment	du/eh-online/course-design-development	du/eh-online/course-design-development	u/eh-online/course-design-development
Contributes, when appropriate, to course evaluation, analysis, and recommendations for changes	Participates in analyzing and posting course evaluations (student data, course outcomes, CAPs, etc.) and implements changes following appropriate SON protocol	Participates in analyzing and posting course evaluations (student data, course outcomes, CAPs, etc.) and implements changes following appropriate SON protocol	Participates in analyzing and posting course evaluations (student data, course outcomes, CAPs, etc.) and implements changes following appropriate SON protocol
Contributes to program development	Contributes to program development	Contributes to program development	Contributes to program development
Integrates current evidence into educational material for course instruction	Integrates current evidence into educational material for course instruction	Integrates current evidence into educational material for course instruction	Integrates current evidence into educational material for course instruction
Meet minimum expectations on the annual faculty evaluation form	Meet minimum expectations on the annual faculty evaluation form	Meet minimum expectations on the annual faculty evaluation form	Meet minimum expectations on the annual faculty evaluation form
Provides appropriate student advisement related to course issues	Provides advisement to students individually or in groups to enhance success in the program	Provides advisement to students individually or in groups to enhance success in the program	Provides advisement to students individually or in groups to enhance success in the program
Demonstrates evidence of knowledge of program curriculum	Demonstrates evidence of knowledge of program curriculum	Demonstrates evidence of knowledge of program curriculum	Demonstrates evidence of knowledge of program curriculum

Additional Expectations for Teaching (Faculty may meet some or all)			
Instructor/Adjunct	Assistant Professor	Associate	Professor

		Professor	
Demonstrates in-depth knowledge in an area of specialization	Demonstrates an advanced level of critical thinking and knowledge in an area of specialization	Demonstrates expertise in an area of specialization	Demonstrates expertise in an area of specialization
Collaborates with senior faculty to design and improve student learning opportunities	Collaborates with colleagues to improve instruction	Demonstrates expertise and innovation in teaching	Shows a sustained pattern of current expertise/innovation in teaching
Demonstrates application of theory and research in content area when executing learning strategies	Demonstrates the use of theory and research in content area when designing learning experiences	Designs and implements innovative and pedagogically sound learning opportunities, in course development and revisions	Designs and implements innovative and pedagogically sound learning opportunities, in course development and revisions
Seeks assistance from SON professors/faculty for teaching and student issues	Serves as a resource for adjunct faculty for teaching/learning strategies	Serves as a resource for colleagues in application of teaching/learning strategies within the School of Nursing.	Serves as a resource for colleagues in application of teaching/learning strategies within the School of Nursing.
Utilizes student and peer feedback to improve teaching	Demonstrates innovations in teaching	Demonstrates advanced knowledge of educational principles, strategies, theory, and pedagogy	Enhances teaching effectiveness of colleagues
Provides input into course or curriculum refinement	Contributes to curriculum refinement	Participates in curriculum evaluation, refinement, and implementation	Assumes leadership in evaluation of course and curriculum development

Applies educational principles, strategies, and standards appropriate to the learning objectives and learners' needs	Applies educational principles, strategies, and standards appropriate to the learning objectives and learners' needs	Applies educational principles, strategies, and standards appropriate to the learning objectives and learners' needs and participates in peer review of teaching	Applies educational principles, strategies, and standards appropriate to the learning objectives and learners' needs and mentors others to promote growth and the achievement of professional goals.
	Provides student advisement for student projects, practicum, and other synthesizing initiatives	Participates in chairs student projects, practicum, and other synthesizing initiatives	Participates in chairs student projects, practicum, and other synthesizing initiatives

Examples of Evidence for Teaching			
Instructor/Adjunct	**Assistant Professor**	**Associate Professor**	**Professor**
Positive student and peer evaluations	Positive peer evaluations of course syllabi, study materials, lectures, technology, clinical and classroom teaching	Peer evaluations indicating ability to bring expertise to students at a level appropriate to the student's stage of personal and professional development	Service as accreditation site visitor or educational consultant
Documentation of collaboration with senior faculty	Positive student evaluations of classroom and clinical teaching, academic and research/project advisement	Excellent student evaluations of teaching	Sustained excellence in student and peer evaluations
Participation in professional development efforts related to course content and/or teaching strategies	Modification of teaching/instructional strategies based on evaluation and student performance (outcomes)	Recognitions and awards for teaching	Evidence of leadership that embraces social, educational, and nursing trends
Provides lectures and/or course content	Contributions to curriculum and	Excellent peer evaluations of	Educational innovations

on pertinent topics	course development	instruction	
Small group and individualized instruction in clinical and other health care settings	Authored instructional materials	Course materials that demonstrate integration of theory, practice, research, and technology	Evidence of inter-professional teaching efforts and initiatives
Documentation of participation in course development and revision	Participation in SON activities to promote effective student learning and program goal attainment	Evidence of participation and initiation of improvements in curriculum	Documentation of mentorship and efforts to develop colleagues' teaching effectiveness
Documentation of participation in SON activities to promote effective student learning and progression	Evidence of innovative teaching strategies to promote goal attainment	Evidence of activities that promote effective student and program goal attainment	Evidence of leadership in SON and/or externally in activities to promote effective student and program goal attainment

Scholarship

Minimum Expectations for Scholarship			
Instructor/Adjunct	**Assistant Professor**	**Associate Professor**	**Professor**
Integrates and presents information from published evidence into useful professional or consumer applications	Establishes a beginning trajectory of peer-reviewed publication, including manuscripts, books, book chapters, monographs, or formal reports, etc.	Demonstrates a sustained and continuous record of published, peer-reviewed recognized scholarly documents (e.g., manuscripts, books, book chapters, monographs, or formal reports, etc.)	Demonstrates a sustained and continuous record of published, peer-reviewed recognized scholarly documents (e.g., manuscripts, books, book chapters, monographs, or formal reports, etc.)
Demonstrates engagement in the SON, Emory & Henry College	Demonstrates engagement in the SON, Emory & Henry College	Demonstrates engagement in the SON, Emory & Henry College	Demonstrates engagement in the SON, Emory & Henry College

Additional Expectations for Scholarship (Faculty may meet some, but not all)			
Instructor/Adjunct	**Assistant Professor**	**Associate Professor**	**Professor**
Demonstrates use of or presentation of scholarly products/services to professional and/or public audiences	Establishes a beginning trajectory of peer-reviewed presentations	Exhibits sustained and continuous pattern of scholarly presentation of products/services locally, or on state, regional, national or international basis	Demonstrates sustained and continuous pattern of products/services. scholarly presentation locally, or on a state, regional, national or international basis
Maintains current knowledge of research literature related to the area of specialization	Develops resources that are usable by others for practice, education, advocacy, research, or leadership purposes. May include tables, algorithms, diagrams, useful clinical cards or tools, etc.	Sustained development of resources that are usable by others for practice, education, advocacy, research, or leadership purposes. May include tables, algorithms, diagrams, useful clinical cards or tools, etc.	Sustained development of resources that are usable by others for practice, education, advocacy, research, or leadership purposes. May include tables, algorithms, diagrams, useful clinical cards or tools, etc
Collaborates with colleagues in scholarly endeavors (e.g., presentations and publications)	Collaborates or supports literature reviews and organization and management of data for such scholarly activities as meta-analysis	Collaborates, participates or leads literature reviews, organization and management of data for such scholarly activities as meta-analysis, presentation, or publication	Collaborates, participates or leads literature reviews, organization and management of data for such scholarly activities as meta-analysis, presentation, or publication
	Participates in critical review/appraisal of abstracts, manuscripts, grant applications,	Participates in critical review/appraisal of abstracts, manuscripts, grant applications,	Sustained service on editorial boards and/or as a reviewer for journal manuscripts, grant applications, reports or reviews of peers.

Instructor/Adjutant	Assistant Professor	Associate Professor	Professor
	reports or reviews of peers	reports or reviews of peers	
		Provides leadership at local state, regional, national, or international professional activities related to scholarship	Provides leadership at local state, regional, national, or international professional activities related to scholarship
		Secures funding for scholarly endeavors	Demonstration of funding for scholarly endeavors
	Significant original contribution to shaping public policy, organizational protocols and policies, position papers, etc.	Significant original contribution to shaping public policy, organizational protocols and policies, position papers, etc.	Significant original contribution to shaping public policy, organizational protocols and policies, position papers, etc.
Examples of Evidence for Scholarship			
Instructor/Adjutant	**Assistant Professor**	**Associate Professor**	**Professor**
Evidence of presentation of scholarly work	Copies of published manuscripts, or other recognized publications such as books, book chapters, monographs, or formal reports, etc.	Copies of published manuscripts, or other recognized publications such as books, book chapters, monographs, or formal reports, etc.	Copies of published manuscripts, or other recognized publications such as books, book chapters, monographs, or formal reports, etc.
Evidence of scholarly presentations	Demonstrate evidence of scholarly presentations	Demonstrate evidence of scholarly presentations (e.g., conference proceedings, agenda, etc.)	Editorships or memberships on policy boards; sustained and consistent pattern of review for scholarly publications
Application of new knowledge in teaching, practice or	Evidence of participation in collaborative	Evidence of participation in collaborative	Evidence of participation in collaborative scholarly activities, such as

scholarship	scholarly activities, such as algorithms, clinical cards, templates, policy development, white papers, or other helpful tools for use by faculty, students or others in healthcare systems	scholarly activities, such as algorithms, clinical cards, templates, policy development, white papers, or other helpful tools for use by faculty, students or others in healthcare systems	algorithms, clinical cards, templates, policy development, white papers, or other helpful tools for use by faculty, students or others in healthcare systems
	Acknowledgement by internal or external agencies of contributions to scholarly endeavors (e.g., thank you for reviews, commentary on critical appraisal, etc.).	Acknowledgement by internal or external agencies of contributions to scholarly endeavors (e.g., thank you for reviews, commentary on critical appraisal, etc.).	Commendations regarding contributions in scholarly activities
	Evidence of original contribution to other scholarly documents, such as CCNE self-study report, curriculum development, etc.	Evidence of original contribution to other scholarly documents, such as CCNE self-study report, curriculum development, etc.	Evidence of original contribution to other scholarly documents, such as CCNE self-study report, curriculum development, etc.
	Evidence of internal and external funding proposals and status of proposal	Evidence of internal and external funding proposals and status of proposal	Evidence of internal and external funding proposals and status of proposal

Service

Minimum Expectations for Service			
Instructor/Adjunct	**Assistant Professor**	**Associate Professor**	**Professor**
Provides professional service to community and profession	Provides professional service to school,	Provides professional service to school,	Provides professional service to school,

	community and profession	community and profession	community and profession
Demonstrates engagement in the SON, Emory & Henry College	Demonstrates engagement in the SON, Emory & Henry College	Demonstrates engagement in the SON, Emory & Henry College	Demonstrates engagement in the SON, Emory & Henry College

Additional Expectations for Service (Faculty may meet some, but not all)			
Instructor/Adjunct	**Assistant Professor**	**Associate Professor**	**Professor**
Participates as a member of school/university committees, professional organizations, and/or other health related groups	Leads workgroups, task forces, and committees in the school, professional organizations, and/or health-related groups	Provides leadership in school/university committees, professional organizations and/or other health related groups	Provides leadership in school/university committees, professional organizations and/or other health related groups
Collaborates with agencies relevant to the area of specialization	Provides consultation, education, and/or other service to professional organizations and/or community groups.	Provides consultation in areas of expertise at state and regional level	Contributes as a leader in organizations that effect change in health care and/or nursing at regional and national level.
Assists with student recruitment and orientation	Participates in faculty and student interviews, recruitment and orientation	Participates in faculty and student interviews, recruitment and orientation	Participates in faculty and student interviews, recruitment and orientation
Provides high quality care/service to patients/consumers	Provides high quality care/service to patients/consumers	Provides high quality care/service to patients/consumers	Provides high quality care/service to patients/consumers
Achieves and/or maintains appropriate certificate for practice	Achieves and/or maintains appropriate certificate for practice	Achieves and/or maintains appropriate certificate for practice	Achieves and/or maintains appropriate certificate for practice
Achieves and/or maintains	Achieves and/or maintains	Achieves and/or maintains	Achieves and/or maintains

certification in specialty area (e.g., Certified Nurse Educator, Certified Nurse Executive, Certified Critical Care RN, etc.)	certification in specialty area (e.g., Certified Nurse Educator, Certified Nurse Executive, Certified Critical Care RN, etc.)	certification in specialty area (e.g., Certified Nurse Educator, Certified Nurse Executive, Certified Critical Care RN, etc.)	certification in specialty area (e.g., Certified Nurse Educator, Certified Nurse Executive, Certified Critical Care RN, etc.)
Promotes Emory & Henry mission and values in service	Promotes Emory & Henry mission and values in service	Promotes Emory & Henry mission and values in service	Promotes Emory & Henry mission and values in service
	Demonstrates a record of sustained accomplishment in academic, professional and/or community service	Demonstrates a record of sustained accomplishment in academic, professional and/or community service	Demonstrates a record of sustained accomplishment in academic, professional and/or community service
	Consultation at the regional, national level or international level	Consultation at the regional, national level or international level	Consultation at the regional, national level or international level
	Serves as a mentor to graduate students and junior faculty members	Serves as a mentor to graduate students and junior faculty members	Serves as a mentor to graduate students and junior faculty members

Examples of Evidence for Service			
Instructor/Adjunct	**Assistant Professor**	**Associate Professor**	**Professor**
Evidence of participation and contribution in workgroups, task forces, and committees in the school, professional organizations, and/or health related groups	Evidence of participation, contribution, and leadership in workgroups, task forces, and committees in the school, professional organizations, and/or health related groups	Evidence of contribution and leadership in school/university committees, professional organizations and/or other health related groups	Evidence of contribution and leadership in school/university committees, professional organizations and/or other health related groups
Recognition of service and professional contributions	Recognition of service and professional	Recognition of service and professional	Recognition of service and professional

	contributions	contributions	contributions
Reports from patients, peers, and supervisors	Reports from patients, peers, and supervisors	Reports from patients, peers, and supervisors	Reports from patients, peers, and supervisors
Documentation of awards, honors and testimonials from constituencies and collaborations with other professionals	Documentation of awards, honors and testimonials from constituencies and collaborations with other professionals	Documentation of awards, honors and testimonials from constituencies and collaborations with other professionals	Documentation of awards, honors and testimonials from constituencies and collaborations with other professionals
Documentation of current certification	Documentation of current certification	Documentation of current certification	Documentation of current certification
	Documentation of consultation and other service activities (e.g., expert panels, commissions, boards, study sections, policy groups etc.)	Documentation of consultation and other service activities (e.g., expert panels, commissions, boards, study sections, policy groups etc.)	Documentation of consultation and other service activities (e.g., expert panels, commissions, boards, study sections, policy groups etc.)

Practice

Clinical practice activities serve to maintain competency and/or certification. Clinical practice as defined by the VA Board of Nursing. http://dhp.virginia.gov/media/dhpweb/docs/nursing/leg/NursePractitioners.pdf is required for LNP faculty on annual evaluation (See 18VAC90-30-90).

Minimum Expectations for Practice			
Instructor/Adjunct	**Assistant Professor**	**Associate Professor**	**Professor**
Demonstrates clinical practice competence within agency and School of Nursing	Demonstrates clinical practice competence within agency and School of Nursing	Demonstrates clinical practice competence within agency and School of Nursing	Demonstrates clinical practice competence within agency and School of Nursing
Criteria for Practice			
Instructor/Adjunct	**Assistant Professor**	**Associate Professor**	**Professor**

Maintains clinical practice competency through practice in a specified area	Maintains clinical practice competency through practice in a specified area	Maintains clinical practice competency through practice in a specified area	Maintains clinical practice competency through practice in a specified area
Engages in clinical practice as defined by certification requirements	Engages in clinical practice as defined by certification requirements	Engages in clinical practice as defined by certification requirements	Engages in clinical practice as defined by certification requirements
Obtains continuing education required to maintain licensure and certification	Obtains continuing education required to maintain licensure and certification	Obtains continuing education required to maintain licensure and certification	Obtains continuing education required to maintain licensure and certification

Examples of Evidence for Practice			
Instructor/Adjunct	**Assistant Professor**	**Associate Professor**	**Professor**
Documentation of delivery of quality nursing care to patients	Documentation of delivery of quality nursing care to patients	Documentation of delivery of quality nursing care to patients	Documentation of delivery of quality nursing care to patients
Clinical practice committee activities and contributions	Clinical practice committee activities and contributions	Clinical practice committee activities and contributions	Clinical practice committee activities and contributions
Recognition for excellence in clinical practice	Recognition for excellence in clinical practice	Recognition for excellence in clinical practice	Recognition for excellence in clinical practice

Each year faculty shall establish annual goals in consultation with his/her Unit Leader. This instrument is a tool the Unit Leader uses, at least annually, to evaluate faculty, and faculty uses to conduct a self-assessment of their performance. Faculty should forward their self-assessment with updated vitae and supporting evidence to the Unit Leader during the review period. The Unit Leader meets with faculty to discuss their self-assessment and the Unit Leader's assessment. Using this instrument effectively allows faculty to understand how his/her effectiveness is viewed by their Unit Leader; to help identify strengths; and to assist in identifying areas needing professional development. ***Please note: Unlimited space is provided in the comment field at the end of Sections A-C to add accomplishments/activities not listed.***

Appendix G: Library[1]

E&H Library functions as the heart of the College's academic program. The Library provides collections, services, and spaces to pursue excellence in confronting ideas, thinking critically about the human experience, and pursuing research. Library staff work with students and faculty to develop research skills and to provide a wide range of support services that enhance the teaching and learning experience.

Collections

The Library provides easy access to more than 530,000 items including books, ebooks, periodicals, government documents, and DVDs. E&H Library subscribes to approximately 420 periodicals and newspapers in print and has access to 100,000 full-text periodicals and newspapers in electronic databases available through the Library's website. This puts millions of resources accessible by any College user from on or off-campus.

E&H Library is a member of the Holston Associated Libraries, Inc. (HAL), a consortium of two private colleges and two public library systems. The Library also participates in the VIVA (Virtual Library of Virginia) and the Appalachian College Association's Bowen Central Library consortia, which provide an extensive collection of electronic resources. If faculty need research materials that are not available in the Library, the materials may be requested online through ILLiad, the college's electronic interlibrary loan system.

Services

Library services are provided by the Library Staff, who include five professional librarians, online and on both College campuses.

Faculty Specific Library Services

Library & Information Literacy Instruction

The goal of the Library Instruction Program is to foster information literacy as an integral part of the College's commitment to scholarship.

The Librarians welcome the opportunity to collaborate with faculty to provide library instruction sessions tailored to meet specific course objectives and assignments. The Library strives to offer a program of instruction designed to provide the students, faculty, and staff of Emory & Henry College with the skills and knowledge needed to effectively locate, evaluate, and use information both for academic success in a liberal arts setting and in support of lifelong learning.

Research Help

Faculty are invited to utilize the professional research assistance and support of the Librarians in the preparation of their courses and their research. Research appointments can be scheduled with a Librarian anytime the library is open and are provided online and on campus.

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[1] Updated September 2021

Course Reserves

Faculty may place physical and electronic items such as books, workbooks, CDs, and DVDs on reserve for students to use during the semester. These items may be library material or personal copies. Personal items will be returned at the end of the reserve semester (Physical Reserves) or after being digitized (eReserves). See the Library's Course Reserves Policy for more information.

Materials Purchase Request

The Library welcomes requests from faculty for book and audiovisual purchases. Preference is given to materials that support specific courses, the curriculum, or student needs. The Library reserves the right to make final decisions as to which items will be purchased. See the Collection Management Policy for more information.

Additional Library Services

Faculty may borrow print books for one academic term (Fall, Spring, or Summer) and CDs and DVDs for 7 days (limited to 5 DVDs or CDs on one account). The Library does not charge fines for late materials but will charge a replacement fee for items lost or damaged. Faculty may also borrow items from the members of HAL and through interlibrary loan. The loan length and fines for late items are determined by the lending institution.

Faculty also have access to reference assistance through chat, text messaging, email, phone, and in person.

Spaces

On the Emory campus, the Frederick T. Kelly Library's facilities include collaborative study space, private study rooms, the Kelly Computer Lab, the McGowan Computer Classroom, and the Robert D. and Rachel K. Denham Poetry Collection. The Kelly Library is open 90 hours per week when the College is in session. Kelly Library also houses the college archives, rare book collections, the Hunt Room and its Collections, and historical collections of note. Kelly Library is open to the public during its posted hours.

On the Marion campus, the School of Health Sciences Library and Learning Center facilities include group study rooms, quiet study space, health science-focused collections, and resources and technology for supporting research. The SHS Library is open and available to anyone with Marion campus access.

Appendix H: Information Technology Services[2]

All faculty, students and staff must have a valid user account to access the College's network.

Computers for Faculty and Student Use
The College provides a computer for each full-time faculty member and provides access to computers for adjunct faculty members. If you have any problems with College-owned computers, please call the IT Help Desk at ext. 6881, or email helpdesk@ehc.edu for more information and assistance.

Over 200 public access computers are available to students in the various computer labs and the Library. One lab, McGlothlin-Street, is open 24 hours a day, 7 days a week when College is in session. The Kelly Lab in the Library is an open lab, and there is also a classroom lab on the ground floor, the McGowan Lab. Generally, computer labs are available to students when classes are not being held. Complete Microsoft Office and specialized computer software programs are available in these labs.

There are computers for academic research on the main floor of the Library; these computers include Microsoft Office applications. Contact the Information Technology Services Help Desk (ext. 6881) with network connectivity, email or server-access problems.

Connecting to the Emory & Henry College Network
All offices are wired for network access, and wireless network access is available campus wide. For security reasons, the E&H wireless network does not accept non-College access points. Do not bring wireless access points, hubs, and routers to install in your offices, classrooms or other locations on campus. If you have difficulty accessing the wireless network from anywhere on campus, please call the IT Help Desk at ext. 6881 and tell us the location of the problem.

The campus network requires that all connected computers be maintained with current operating system and antivirus updates. If you do not know how to do this, please contact the Help Desk by email at helpdesk@ehc.edu. Any computers connected to the Emory & Henry network are strictly forbidden to function as hosts for network services such as peer-to-peer, file-sharing, local area networks (LAN), etc. Any non-computer device must be approved (whitelisted) and registered through the IT Help Desk before it can be connected to the network. All network users are reminded to comply with United States copyright law.

Email

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[2] Updated August 2014

Email is used to distribute College-wide announcements and is the *official email medium* for College-related business and activities and must always be used when conducting correspondence with students and College business-related entities. An Emory & Henry email account is required to register for interlibrary loan services.

IT Help Desk
The Help Desk is located on the ground floor of the Library. It is staffed during business hours during the fall and spring semesters; the schedule is posted in several locations in the Kelly Library and on the Library and IT web pages. Questions about network accounts, network connectivity, or computer lab software problems, please contact the Help Desk at ext. 6881 or helpdesk@ehc.edu. The IT Help Desk is the official contact to resolve computer problems; please do not call other IT or Library staff members.

Instructional Technology
The Instructional Technology department assists the faculty and staff with any aspect of using technology in teaching and learning at Emory & Henry. "Technology" in this context includes the use of computers, audiovisual equipment, learning management systems, software applications, and related equipment. The department provides training and assistance to faculty in the use of software, such as Moodle LMS, in their work, and is directly responsible that all computer and audiovisual equipment in the classrooms is working properly. To request Instructional Technology support, please contact the Help Desk at helpdesk@ehc.edu, ext. 6881, or http://instruct.ehc.edu.

Security and Acceptable Use of the Campus Network and Technology Policy

The Library and Information Technology Services department, with the oversight of the College's Executive Council, determines the campus network and technology security and acceptable use policy in accordance with the security and preservation needs of the Emory & Henry College, best practices in the IT industry, and in compliance with federal, state, and local legal requirements. All students, faculty, staff, and others affiliated with Emory & Henry College receiving a network access account must adhere to the following policies and guidelines. Employment or enrollment at Emory & Henry College signifies agreement to abide by all rules, regulations and policies of the College. Please note that all policies are subject to change. Notification of changes will be posted. This document will be reviewed and published regularly on the College website and in various official College publications such as the *Student Handbook*, *Faculty Handbook* and the *Staff Handbook.* All network users must adhere to the most current published revision.

Guests of the College utilizing Internet access through the College's network are expected to practice good Internet citizenship in their online activities, so as to avoid reflecting negatively on Emory & Henry College. Specifically, they must adhere to all local, state, and federal laws, not download illegally obtained copyright protected

materials, and not access websites or materials which are not in keeping with the teaching, research, and educational goals of the institution. Anyone affiliated with Emory & Henry College who allows minor children to utilize public access computers on campus must be responsible for the actions of those children and should remember that Emory & Henry College does not have any filtering hardware or software in place for Internet content.

All students, faculty, and staff, have a network account assigned to them for their individual use while at Emory & Henry College. Emory & Henry College computerized information systems exist to promote shared access to computing, communication, and information necessary to serve the teaching, research, and administrative needs of the entire campus community. These systems and the data they contain are vital resources of considerable monetary and intellectual value, in addition to important personal information which must be handled in a secure and confidential manner. Access to computer systems and networks, including e-mail and web material placed on or distributed through the systems and networks owned or operated by Emory & Henry College is a privilege, not a right, and requires compliance with College policies and to federal, state, and local laws. Thus, all account holders of the College's information assets have a responsibility to use these systems in a respectful, ethical, professional, and legal manner.

The purpose of the network is to support the teaching, research, and administrative needs of the College. The network is not designed nor intended to support the downloading of copyrighted material, such as, unlawfully obtained music, videos, and software. Such activities are not permitted at any time. Online activities which require disproportionately large amounts of bandwidth (such as online gaming or watching full-length movies online) are strongly discouraged as they require a major portion of the College's available internet bandwidth for the use of a single individual, which can disrupt the research and other legitimate activities of the College community of network users. Repeated violations of this policy can result in loss of network privileges.

This policy pertains to all computers, printers, scanners, networks, Internet connections, and communication systems transmitting voice, data, or video information owned or leased by the College or connected to the College network. Appropriate use is always ethical, reflects academic honesty, the security and confidentiality of personal information, and shows restraint in the consumption of shared resources.

All users of College information assets are required to demonstrate respect for intellectual property, ownership of data, system security mechanisms, and the individual's right to privacy and freedom from intimidation, harassment, and unwarranted annoyance.

While acknowledging a respect for privacy, the College cannot guarantee confidentiality in the use of any College information system. This policy acts as notification that all

email accounts are the intellectual property of the College and are for the conduct of College-related business. As such, users are hereby reminded that email accounts should not be used to send or receive emails of a personal nature. Furthermore, the College retains the right to immediately disable or delete all network and email accounts upon either termination of employment or as directed by College officials.

Administrative Rights and Approved Software
The Library and IT Services Department retains administrative rights on all College-owned computer technology. Exceptions must be requested by contacting the Chief Information Officer.

The Approved Software list can be found within the *Policies and Procedures Manual* published on the College's IT Services Department website at https://www.ehc.edu/sites/default/files/it-services-policies-and-procedures-pdf-082011.pdf. Requests for exceptions to the list can be made using the form located on the page [Insert Link Here]. Requests must be approved by the Chief Information Officer and the Provost..

Electronic Records
Electronic records retained on College systems are subject to state and federal privacy acts, the *[Uniting and Strengthening America by Providing Appropriate Tools Required to Intercept and Obstruct Terrorism Act of 2001](#)* (US PATRIOT Act), and *[Commission on Accreditation for Law Enforcement Agencies](#)* (CALEA), as well as *[Freedom of Information Acts (FOIA)](#)*. World Wide Web information located in designated web directories will be considered public information if "read" access is granted. Access to and the utilization of data contained within College administrative, academic, and student support administrative systems are also subject to *[Family Educational Rights and Privacy Act (FERPA)](#)* regulations and authorized users agree under this acceptable use policy to adhere to and abide by FERPA privacy and security guidelines. Student and staff medical and counseling records may be subject to *[Health Insurance Portability and Accountability Act (HIPAA)](#)* regulations and must be accessed and handled in accordance with those established guidelines and regulations.

FERPA Policy for Faculty at Emory & Henry College
Per FERPA guidelines, it is best practice to limit access to and disclosure from personally identifiable student information to faculty and staff at the College who have an educationally legitimate need to know in order to conduct College business. This applies to student records in print format or in the SoftDocs paperless digitized document system employed at the College.

Faculty members have the capability to access student transcripts and other student educational records, both in paper and electronic format, for the purposes of student advisement, department or division statistical research, and other College-related inquiries. Any accessing of student records for other purposes is prohibited by FERPA regulations and College policy. It is the policy at Emory & Henry College that faculty members and other employees who advise students on their educational programs will

not access any confidential records, including transcripts and degree audits, of students who are not their assigned advisees. Faculty members who are not the advisor of a student may only access that student's academic record with the express consent of the student. Faculty members are not authorized to disclose any FERPA-protected student information with any person other than the individual student.

Students have the right to confidentiality and instructors have the responsibility to protect against improper disclosure of information about students. A violation of this policy is an explicit violation of the Academic Code.

Appropriate Use Guidelines
In making appropriate use of resources Emory & Henry students, faculty, and staff must:
- Be consistent with the purposes of the network. It is designed to support research, education, and administrative needs of students, faculty, staff, and administrative personnel.
- Assume responsibility for material on personal web pages.
- Comply with local, state, and federal laws for materials made available on the Internet.
- Use copyrighted materials only with the prior approval by the copyright holder or in compliance with "Fair Use" guidelines as described in current federal copyright legislation.
- Use resources only for appropriate purposes, such as, but not limited to, assignments given by instructors, college-related work, and communication. Discontinue use of a College public-access or lab computer for personal or recreational activities if no other resources are available for students to use for class assignments.
- Protect the individual's user logon ID (user account) from unauthorized use. The individual is responsible for all activities on their user ID.
- Access only files and data that belong to the individual user, that are publicly available, or to which the individual user has been given authorized access.
- Use only legal versions of copyrighted software in full compliance with vendor license requirements. Do not make copies of copyrighted software for personal use.
- Be considerate in the use of shared resources. Refrain from monopolizing systems, overloading the network with excessive data, or wasting computer time, connect time, disk space, printer paper, bandwidth, or other resources.

In making appropriate use of resources Emory & Henry students, faculty, and staff must NOT:
- Use another person's user logon ID and password at any time.
- Allow another person other than the actual user to access a user account.
- Use another person's files or data without permission.
- Use computer programs to decode passwords or access control information.

- Attempt to circumvent or subvert system security measures.
- Engage in any activity that might be harmful to computers or to any information stored thereon, such as creating or propagating viruses, disrupting services, or damaging files.
- Use College systems for partisan political purposes, such as using electronic mail to circulate advertising for political candidates.
- Transmit, distribute, upload, post, or store any material in violation of any applicable law or regulation, or that encourages conduct that could constitute a criminal offense, gives rise to civil liability or otherwise violates any applicable local, state, national or international law or regulation. This includes, without limitation, material protected by copyright, trademark, trade secret or other intellectual property right used without proper authorization.
- Transmit, distribute, upload, post, or store any material that is obscene, defamatory, libelous, unlawful, harassing, abusive, threatening, harmful, vulgar, constitutes an illegal threat, violates export control laws, hate propaganda, fraudulent material or fraudulent activity, or invasive of privacy or publicity rights.
- Use College resources to create personal web pages containing (1) pornography or (2) abusive and/or profane language.
- Place digital photographic or recording equipment of any kind in any public space on campus without the prior written permission of the Dean of Students.
- Waste computing resources, for example, by intentionally placing a program in an endless loop or by printing excessive amounts of paper.
- Use the College's resources for money making activities as these can jeopardize Emory & Henry's non-profit status. The network may not be used to advertise a commercial business, or to support a personal business interest. Neither may electronic mail be utilized to circulate advertising for products or to promote political campaigns or partisan activities.
- Engage in any other activity that does not comply with the general principles presented above.
- Peer-to-peer file sharing is now prohibited at Emory & Henry College in compliance with the *U.S. Higher Education Act*. Downloading movies, music, or other copyrighted materials without permission of the copyright holder is strictly forbidden. There are numerous legal and legitimate sites in the World Wide Web for the downloading of materials, such as ITunes.com and Rhapsody.com. The College recommends that anyone wishing to download music or other copyrighted materials utilize legal means to do so.
- Any non-computing device must be approved and registered before it can be connected to the network. The Library and IT Services Department reserves the right to restrict devices accessing the network. The BYOD (Bring Your Own Device) policy is enumerated below.
- The E&H wireless network does not accept non-College access points. Personal wireless access points, hubs, and routers are strictly forbidden.

- Any computers connected to the Emory & Henry network are strictly forbidden to function as hosts for network services such as peer-to-peer, file-sharing, local area networks (LAN), etc.

Policy Regarding the Registration and Use of Mobile Technology Devices on the Network

With the proliferation of mobile technology devices such as SmartPhones, iPhones, iPads, iPods, gaming consoles, tablet devices, and other mobile technology, the Emory & Henry Library and Information Technology Department has developed and implemented the following policy:
- Network users are limited to registering a maximum of four (4) individual items of computer, mobile, and gaming technology each.
- Users with more than four devices or computer assets must remove one or more devices in order to register another device.
- The 4 technology device limit pertains to computers, gaming consoles, tablet PC's, iPads, iPods, SmartPhones, Android devices, iPhones, e-readers, and other similar technology.
- Exceptions to this policy must be arranged with the Chief Information Officer.
- The online form for device registration can be found on the Emory & Henry IT department website.
- Assistance in registering devices and removing them from the network can be obtained at the Help Desk.

Abuse of Email Privileges

E-mail and network connectivity are a privilege, not a right. These privileges can be revoked for violations of this *Acceptable Use* policy. Unacceptable behavior includes, but is not limited to:
- Infringement on others' privacy
- Interference with others' work
- Copyright infringement
- Illegal activity
- Use of mass email for commercial or political mailings
- Use of distribution lists for purposes other than teaching, research, and administrative needs of the College.

Penalties for unacceptable behavior range from deactivation of the account through College judicial action or referral to law enforcement authorities. For minor first offenses, the Chief Information Officer/Director of the Library will notify the offender with a simple email warning.

Mass Email Guidelines

The ability to send mass email messages to all employees is currently available to each employee with an Emory & Henry e-mail address. In addition, a few individuals have the ability to send mass email messages to all students. Mass electronic mailings shall be

concise and to the point, and shall consist of a plain-text message without graphics or bolding, italics, or other formatting. The use of attachments should be limited to small size files, such as MS Word and Excel files. Larger files can be posted on the password-protected section of the website or on the learning management system. To post a document on the web site, please contact Public Relations. If you need assistance with the learning management system, please contact the Instructional Technologist.

Using the All E&H Employees Email Distribution List
Mass email is recognized as an important medium for facilitating communication within the Emory & Henry community. However, the potential misuse of mass e-mail is also recognized. The policies and procedures found in this document attempt to provide guidance for the appropriate use of the All Employees email distribution list. Please note that there is a list "EHC Community" that was created for community members who wish to advertise or announce items such as garage sales, items for sale, babysitting services, etc. Membership on that list is voluntary and can be joined by contacting the Help Desk.

Remember that the College's official internal electronic newsletter, *E&H News Today* (not email), should be used for all general College-related announcements and for providing information about programs, projects and activities. If you need assistance with including these events in the College's electronic calendar, please contact Marketing & Communications. In order to have your news or event featured in *E&H News Today*, a request should be submitted to news@ehc.edu by 2 p.m. the day before the announcement should appear in the e-newsletter. If you are unsure about where to post an announcement, please contact the Help Desk for assistance.

In addition, discussion forums should be set up through the use of Moodle (not email). If you need assistance with setting up a Moodle account for a discussion forum, contact the Help Desk helpdesk@ehc.edu or ext. 6881.

The All E&H Employees list should be used only for the following purposes:
- Instructions from the faculty marshal for all faculty and/or staff that do not seem appropriate for other communication media.
- Communication from the chair of the staff affairs committee for all faculty and/or staff that does not seem appropriate for other communication media.
- Communication from senior administrators for all faculty and/or staff that does not seem appropriate for other communication media.
- Communication from individual faculty or staff of general interest to a majority of faculty and/or staff that does not seem appropriate for other communication media.
- Distribution of faculty and staff surveys
- Reports from faculty or staff committees or task forces of general interest to a majority of the faculty and/or staff.

- Reports from the faculty or staff representative to the Board of Trustees.
- Reports from the governance groups (Faculty Advisory Committee, the Staff Affairs Council, etc.).

Urgent Messages

Urgent mass emails are reserved for highly important, time-sensitive emergency notices. In those cases, faculty and staff need to contact one of the following offices and request the message to be distributed to the College-wide community. Urgent messages must be sent in plain text and contain no graphics, bolding, or other HTML formatting. The following is a list of the office authorized to distribute mass emails to the campus-wide community:

- President's Office – John Wells, Mark Graham, Ryan Bowyer
- Provost – Michael Puglisi, Katherine Hanshew
- Dean of Student Affairs – Tracey Wright
- Campus Police – Scott Poore
- VP for Business and Finance – Angie Edmondson
- Chaplain's Office — Rev. Sharon Wright
- Registrar – Shannon Patterson, Tammy Sheets
- Facilities – Scott Williams
- Library - Ruth Castillo
- IT -Rob Stalder

Urgent messages include the following:
- Messages concerning emergency, health and safety: bomb or terrorist threat; natural disaster alert; mechanical failures; weather closures or delays; crime alerts; and computer virus alerts; health alerts.
- Logistics announcements: construction closures; traffic routing; and ozone or environmental alert notices.
- Messages pertaining to matters of university-wide policy.
- Messages of a timely nature having a direct impact on large numbers of faculty, staff, or students.

Web Pages and Portal Content on College Servers

The privilege of presenting material on the College web site and the College portal can be revoked, with or without cause, at the College's discretion. Web pages and portal sites found to be in non-compliance may be removed immediately by the web administrator or upon failure to revise web pages or portal sites and conform to these guidelines.

Accessing Data in the Administrative Systems of Emory & Henry College

The College recognizes that personnel must have access to student records and other data that is protected under the _Family Educational Rights and Privacy Act_ (FERPA) and the _Health Insurance Portability and Accountability Act_ (HIPAA) in order to conduct

the legitimate business of the College. All Emory & Henry College administrative system users agree that use of systems maintained by partners, consortia arrangements, etc. is governed by the rules and regulations set forth in this policy. Acceptance of this policy implies cooperation with the spirit and intent of any complimenting acceptable use policies which may be provided by E&H's service providers. College personnel must adhere to the following policies:

- Computers logged into Datatel/Raiser's Edge/Entrinsik Informer, or other administrative system applications, must never be left unattended. All users should log out of these systems whenever it is not in active use.
- No faculty or staff, office or department, should share administrative system accounts.
- Student worker access to administrative systems must be strictly supervised and must be conducted only through the use of an authorized student assistant administrative system access account.
- Administrative users should not store any confidential data on hard drives, flash memory sticks, or other portable storage media. All confidential data derived from administrative systems must be stored and shared via secure password-protected folders on the network.
- Confidential data in reports, spreadsheets, or other formats must not be emailed to other personnel. It should be stored and retrieved from password-protected folders on the network.
- Personnel working from remote locations or taking work off campus on laptops or other portable devices must not download any data which falls under the protection of FERPA or HIPAA regulations.
- Students, faculty, employees, and others authorized by consortia partners on shared systems may be provided an account on the partner's information networks. Account privileges may include, but are not limited to, secured network storage, networked applications, databases, and Web services.
- All permanent employees who need access to the administrative systems of consortia partners will receive user account information from the consortia partner's network administrators through the Emory & Henry Library and IT department, which is the liaison between the College and the consortia partner. Access will be revoked immediately upon termination or at the end of the last day of employment.
- Users shall under no circumstances represent themselves as others for the purpose of circumventing established policies or security measures, or for any reason without explicit permission of the others. Sharing accounts and/or passwords is a violation of this policy.

Enforcement

The CIO and staff members of the Library and Information Services Department reserve the right to enforce this policy as deemed necessary to protect the security of the network, data and files, as well as the rights and privileges of its users. These policies have been developed in consultation with IT directors from the Council of the

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Independent Colleges of Virginia member institutions as well as the information technology security officials at The Ohio State University, the University of Chicago, and Loyola University, and represent widespread practices in public and private institutions of higher education throughout the United States.

Emory & Henry College considers any violation of appropriate use principles or guidelines to be a serious offense and reserves the right to copy, examine, and remove any files or information resident on College systems allegedly related to unacceptable use and behavior. Violation of these rules will be reported to the appropriate campus office for further action. Punishments may include temporary or permanent suspension of user privileges on the network and/or disconnection from the campus network, or other sanctions as described in the Faculty and Faculty Status handbooks, or the Staff handbook. Offenders may be prosecuted under laws including (but not limited to) the _Privacy Protections Act of 1974_, the _Computer Fraud and Abuse Act of 1986_, the _Computer Virus Eradication Act of 1989_, the _Interstate Transportation of Stolen Property_ statutes, the _Virginia Computer Crimes Act_, the _Electronic Communications Privacy Act_, and the _Telecommunications Act of 1996_.

Cooperation with Law Enforcement Investigations
The proper procedures for staff members in the Emory & Henry Library and Information Services Department regarding cooperation with and participation in investigations of suspected misconduct involving the use of the campus network or technology hardware and/or software are as follows:

- When seeking technical support assistance from Library and Information Services staff, each student must sign a waiver which states that the department may look at the student's personal computer files in the course of completing the requested technical support. The waiver authorizes the department to view the content of the computer's hard drive(s) in the course of completing any requested technical support assistance, if necessary in assisting the computer user.
- Should a department staff member discover potentially illegal activities, data, or files on a computer, they are to immediately document what they saw, why they came into contact with that data or file, and how they arrived there in terms of the directory structure. The staff member should take no direct action, but should notify the Chief Information Officer/Director of the Library immediately. If the CIO is unavailable, then they should notify the VP for Student Life without delay if a student is involved, or the VP for Business and Finance if an employee is involved. If none of these administrators are available, or if there is a genuine threat to public safety inferred in the discovered materials (e.g. bomb threats, plans for violent activities, etc.), then the staff member is authorized to notify Campus Security, or law enforcement officials directly if Campus Security is not available.

- Staff members are not to confiscate any personal computers or other technology that are not College-owned property.
- Staff members are authorized to remove College-owned technology and return it to the Library and Information Technology department for removal of materials which violate the *Security and Acceptable Use Policy* with the approval of the Chief Information Officer/Director of the Library.
- Staff members are authorized to boot up computers, open files, or examine directories or folders on College-owned and non-College-owned equipment for College officials, if requested, in the investigation of suspected infractions of the *Security and Acceptable Use* policy if the equipment in question has been connected to the campus network.
- Department staff members are not to release any information, data, or files of any kind to law enforcement authorities without receipt of a properly-executed subpoena compelling the College to cooperate in a criminal investigation.

Any questions or comments can be directed to the Chief Information Officer.

Appendix I-1 - Review Dates

Annual Review (PDP) Timeline	
June 1	Emory Campus PDPs Due to Direct Supervisor
July 1	Emory Campus Review of all PDP Documentation Completed
July 15	Emory Campus Annual PDP Meetings with Direct Supervisor Completed; PDP and Response Materials Submitted
September 1	Marion Campus PDPs Due to Direct Supervisor
October 1	Marion Campus Review of all PDP Documentation Completed
October 15	Marion Campus Annual PDP Meetings with Direct Supervisor Completed; PDP and Response Materials Submitted
Tenure, Promotion, 2-, 4-, 6-Year, Post-Tenure Reviews Timeline	
September 1	Letter of Nomination or Request Submitted to the Office of the Provost
September 5	Notification from the Office of the Provost if Candidate will be on Spring or Fall Review Schedule
Within 1 Week of the Spring Board of Trustees Meeting	Candidate is notified of Tenure and/or Promotion Decision
Fall Review Timeline	
September 15	Names of Colleague Letter Writers Due
October 15	Review Materials Due
October 25	Letters and Supporting Documentation Due
November 20	Tenure & Promotion Committee Letters Due
	Review Meeting (Scheduled by Provost's Office)

Spring Review Timeline	
January 15	Names of Colleague Letter Writers Due
February 15	Review Exhibits Due
February 25	Letters and Supporting Documentation Due
April 1	Tenure & Promotion Committee Letters Due (if Applicable)
	Review Meeting (Scheduled by Provost's Office)

Appendix I-2 - Annual PDP Reviews

This appendix provides a general outline for annual PDP reviews. Individual schools define and provide guidelines for assessment of each of these categories in the PDP rubric.

- Submitted by all faculty annually by **June 1 on the Emory campus** and **September 1 on the Marion campus**
- Submitted to the faculty member's direct supervisor and/or department/division chairs as directed by the Provost's Office
- Access to these documents may be granted by the reviewee to other reviewing colleagues.
- Reviewees have access to all materials contained in their files unless they have waived that right in writing.

Materials Required for Review

Supplied by the candidate:

1. **Cover Letter**
   a. Reflects on the candidate's teaching/librarianship, scholarship, and service during the prior year
   b. Sets goals for the next year
2. **Curriculum Vitae** focused on the prior year
   a. Contents - in reverse chronological order with clear dates
      i. Bibliography of papers, publications, presentations, books, etc.
      ii. Lists of professional activities and memberships
      iii. Evidence of new degrees
      iv. Descriptions of service to the College
         1. Include any information created for accreditation or reaccreditation

- v. Descriptions of service to the community
  - vi. Courses taught
  b. Must include
  - i. Name
  - ii. Date
  - iii. Terminal degree
  - iv. Departmental assignment
  - v. Date of Appointment
  - vi. Time in rank
  - vii. Prior positions at the college and time in each position
3. **Professional Development Plans**

Supplied by the College:

1. ***Student evaluations of teaching effectiveness***
   a. Instrument must be approved by the Provost and School Deans
   b. For each class
   - i. Copy of the questions asked
   - ii. Summary indicating the spread of numerical responses to all questions
   - iii. All student comments in unedited form
   - iv. Grade distribution in each class.

Review Process

1. Division or Program Directors review the PDPs and meet with the faculty in their divisions or programs. School Deans review the PDPs and meet with the Division or Program Directors in their schools. The Provost reviews the PDPs and meets with the School Deans.
   a. Emory Campus
   - i. Review of documentation should be completed by **July 1**
   - ii. Meetings with faculty should be completed by **July 15**
   - iii. A copy of all review materials will be filed with the Provost's office by **July 15**
   b. Marion Campus
   - i. Review of documentation should be completed by **October 1**
   - ii. Meetings with faculty should be completed by **October 15**
   - iii. A copy of all review materials will be filed with the Provost's office by **October 15**
   c. PDPs must demonstrate fulfillment of expectations in all areas of performance (e.g., teaching, scholarship as appropriate, and service.)
2. All serious problems should be noted in improvement plans. Improvement plans may be stipulated to address deficiencies. Failure to address deficiencies may lead to termination.
3. Review materials will be placed in the supervisor's file about the employee

Additional Reviews

Additional reviews of Tenure-Track and Tenured Faculty are described in [Appendix I-3](#)

Additional reviews of Additional Reviews of Continuing Faculty, Clinical Faculty, and professional Librarians are described in [Appendix I-4](#)

Appendix I-3 - Additional Reviews of Tenure-Track and Tenured Faculty

This appendix provides a general outline for reviews. Individual schools define and provide guidelines for assessment of each of these categories in the PDP rubric.

Additional Reviews For Tenure-Track Faculty

The administration and the Tenure and Promotion Committee coordinate their reviews of tenure-track faculty members holding probationary appointments. In the years that both groups review a candidate, the Tenure and Promotion Committee's evaluation precedes the administrative review, and the Committee enters a written record of this evaluation in the candidate's personnel file.

- Submitted by tenure-track faculty only
- All exhibits are made available to the direct supervisor and/or School Dean for their review and evaluation.
- Access to these documents may be granted by the reviewee to other reviewing colleagues.
- Reviewees have access to all materials contained in their files unless they have waived that right in writing.

Materials Required for Two-Year Review

Occurs in the fall in the second full year of employment at Emory & Henry College

Supplied by the candidate:

1. Annual review documents for the current year (as described above in I-2)
2. The Cover Letter should include goals for the next 2 years

Supplied by the College:

1. **Review documents from the prior year**
2. **Letters of evaluation**
   a. Letter from the School Dean, Division Chair, or Department Chair
   b. Two letters from the candidate's colleagues
      i. Chosen by the faculty member
      ii. Discuss the candidate in the light of the "Criteria for Promotion and Tenure."
3. **Class Data from the Assistant Dean of Academic Recrods/Registrar**
   a. Includes the prior year
   b. Trends in class enrollments
   c. Grading patterns
   d. Course offerings
      i. Within the major area
      ii. In the general studies curriculum

Review Process

1. The faculty member's direct supervisor and/or School Dean
   a. Interview and evaluate the faculty members
      i. The Provost has the option to join this interview
   b. Summarizes the evaluation
   c. Indicates any conditions imposed or agreements reached
   d. Provides written record to the tenure-track faculty member
   e. Submits a copy to the Provost's office to be placed into the faculty member's personnel file.
   f. The College reserves the right to reschedule the review of any tenure-track faculty member if necessary.

Materials Required for Four-Year Review

Occurs in the fall in the fourth full year of employment at Emory & Henry College

Supplied by the candidate:

1. Annual review documents for the current year (as described above in I-2)

2. The Cover Letter should include goals for the next 2 years

Supplied by the College:

1. **Review Documents from the prior 3 years**
2. **Letters of evaluation**
   a. Letter from the School Dean, Division Chair, or Department Chair
   b. Two letters from the candidate's colleagues
      i. Chosen by the faculty member
      ii. Discuss the candidate in the light of the "Criteria for Promotion and Tenure."
3. **Class Data from the Office of the Provost**
   a. Includes the prior year
   b. Trends in class enrollments
   c. Grading patterns
   d. Course offerings
      i. Within the major area
      ii. In the general studies curriculum.

Review Process

2. The faculty member's direct supervisor, the School Dean (if appropriate), and the Provost
   a. interview and evaluate the faculty members
   b. Summarizes the evaluation
   c. Indicates any conditions imposed or agreements reached
   d. Provides written record to the tenure-track faculty member
   e. Submits a copy to the provost's office to be placed into the faculty member's personnel file.
   f. The College reserves the right to reschedule the review of any tenure-track faculty member if necessary.

Materials Required for Six-Year Review or Review for Tenure

Occurs in the fall in the sixth full year of employment at Emory & Henry College

Supplied by the candidate:

1. Annual review documents for the current year (as described above)
2. The Cover Letter should include goals for the next 2 years

Supplied by the College:

1. **Review documents from the prior 5 years**
2. **Letters of evaluation**
   a. Letter from the School Dean, Division Chair, or Department Chair
   b. Two letters from the candidate's colleagues
      i. Chosen by the faculty member
      ii. Discuss the candidate in the light of the "Criteria for Promotion and Tenure."
3. **Class Data from the Office of the Provost**
   a. Includes the prior year
   b. Trends in class enrollments
   c. Grading patterns
   d. Course offerings
      i. Within the major area
      ii. In the general studies curriculum.

Review Process

1. The Provost, the School Dean, and the Tenure and Promotion Committee
   a. interview and evaluate the faculty members
2. After reviewing the candidate's dossier, the
3. Tenure and Promotion Committee
   a. Reviews and evaluates dossier
   b. Presents recommendation to the Provost
      i. The committee is advisory to the Provost and the President.
4. Provost presents recommendations to the president
   a. Committee recommendation
   b. Provost recommendation
5. President recommends candidates for tenure and promotion to the Board of Trustees
   a. If the President and the Provost disagree with the Tenure and Promotion Committee's recommendation with regard to tenure or promotion, they shall consult with the Committee to seek further information or clarification before finalizing their decision.
6. Provost
   a. Summarizes the evaluation
   b. Indicates any conditions imposed or agreements reached
   c. Provides written record to the tenure-track faculty member
   d. Places a copy into the faculty member's personnel file. The College reserves the right to reschedule the review of any tenure-track faculty member if necessary
   e. If the tenure track faculty member does not earn tenure, the provost will provide written notification that the seventh year of service will be the terminal year

      f. The College reserves the right to reschedule the review of any tenure-track faculty member if necessary

7. Upon achieving tenure, the faculty member is no longer considered probationary and will be reviewed based on the section below entitled "Post-Tenure Reviews For Tenured Faculty"

Materials Required for Review for Promotion

In order to be considered for promotion, an eligible candidate must be nominated by their Department Chair, Program Chair, Division Chair, School Dean, or the Provost; or a potential candidate may request consideration directly. Letters of nomination or requests for promotion should arrive in the Office of the Provost by **September 1**

Supplied by the candidate:

1. Annual review documents for the current year (as described above in I-2)
2. The Cover Letter should include goals for the next 2 years

Supplied by the College:

1. **Review documents from the prior 5 years**
2. **Letters of evaluation**
   a. Letter from the School Dean, Division Chair, or Department Chair
   b. Two letters from the candidate's colleagues
      i. Chosen by the faculty member
      ii. Discuss the candidate in the light of the "Criteria for Promotion and Tenure."
3. **Class Data from the Office of the Provost**
   a. Includes the prior year
   b. Trends in class enrollments
   c. Grading patterns
   d. Course offerings
      i. Within the major area
      ii. In the general studies curriculum.

Review Process

1. The Provost, the School Dean, and the Tenure and Promotion Committee
   a. interview and evaluate the faculty members
2. After reviewing the candidate's dossier, the
3. Tenure and Promotion Committee
   a. Reviews and evaluates dossier
   b. Presents recommendation to the Provost
      i. The committee is advisory to the Provost and the President.
4. Provost presents recommendations to the president
   a. Committee recommendation
   b. Provost recommendation
5. President recommends candidates for tenure and promotion to the Board of Trustees
   a. If the President and the Provost disagree with the Tenure and Promotion Committee's recommendation with regard to tenure or promotion, they

shall consult with the Committee to seek further information or clarification before finalizing their decision.

6. Provost
    a. Summarizes the evaluation
    b. Indicates any conditions imposed or agreements reached
    c. Provides written record to the tenure-track faculty member
    d. Puts a copy into the faculty member's personnel file. The College reserves the right to reschedule the review of any tenure-track faculty member if necessary
    e. If the college elects not to promote the tenure track faculty member, the provost will provide written notification
    f. The College reserves the right to reschedule the review of any tenure-track faculty member if necessary
7. Upon achieving tenure, the faculty member is no longer considered probationary and will be reviewed based on the section below entitled "Post-Tenure Reviews For Tenured Faculty"

Post-Tenure Reviews For Tenured Faculty

Post-tenure Reviews will occur every five years after the faculty member achieves tenure

The main purposes of post-tenure evaluations are to support faculty development and improve instruction. All teachers at the College are evaluated by students through classroom teaching evaluations, and by peers through visitations to their classrooms and election to College committees and positions of respect.

- Submitted by tenured faculty only
- Submitted every 5 years
  - waived for those faculty members who have given written notice of impending retirement within two years
- All exhibits are made available to the direct supervisor and/or School Dean for their review and evaluation
- Access to these documents may be granted by the reviewee to other reviewing colleagues
- Reviewees have access to all materials contained in their files unless they have waived that right in writing

Supplied by the candidate:

1. Annual review documents for the current year (as described above in I-2)
2. The Cover Letter should include goals for the next 5 years

Supplied by the College:

1. **Review documents from the prior 4 years**
2. **Letters of evaluation**
   a. Letter from the School Dean, Division Chair, or Department Chair
   b. Two letters from the candidate's colleagues
      i. Chosen by the faculty member
      ii. Discuss the candidate in the light of the "Criteria for Promotion and Tenure."
3. **Class Data from the Office of the Provost**
   a. Includes the prior 4 years
   b. Trends in class enrollments
   c. Grading patterns
   d. Course offerings
      i. Within the major area
      ii. In the general studies curriculum.

Review Process

The College reserves the right to reschedule the review of any tenured faculty member if necessary

1. The Provost and the School Dean
    a. Interview and evaluate the tenured faculty members
    b. Discuss 5 year goals
2. Provost
    a. Summarizes the evaluation
    b. Indicates any conditions imposed or agreements reached
    c. Provides written record to the tenure-track faculty member
    d. Puts a copy into the faculty member's personnel file. The College reserves the right to reschedule the review of any tenure-track faculty member if necessary
    e. A tenured faculty member who receives a negative review of their work will work together with the Provost and/or the School Dean in formulating a written plan for improvement and will undergo a comprehensive review of the same type the following year.

Appendix I-4 - Additional Reviews of Continuing Faculty, Clinical Faculty, and Professional Librarians

This appendix provides a general outline for reviews. Individual schools define and provide guidelines for assessment of each of these categories in the PDP rubric.

Periodic Reviews of Continuing Faculty, Clinical Faculty, and Professional Librarians

The administration and the Tenure and Promotion Committee coordinate their reviews of continuing and clinical faculty members and professional librarians holding probationary appointments. In the years that both groups review a candidate, the Tenure and Promotion Committee's evaluation precedes the administrative review, and the Committee enters a written record of this evaluation in the candidate's personnel file.

- Submitted by continuing and clinical faculty members and professional librarians only
- All exhibits are made available to the direct supervisor and/or School Dean for their review and evaluation.
- Access to these documents may be granted by the reviewee to other reviewing colleagues.
- Reviewees have access to all materials contained in their files unless they have waived that right in writing.

Materials Required for Two-Year Review

Occurs in the spring in the second full year of employment at Emory & Henry College

Supplied by the candidate:

1. Annual review documents for the current year (as described above in I-2)
2. The Cover Letter should include goals for the next 2 years

Supplied by the College:

1. **Review documents from the prior year**
2. **Letters of evaluation**
    a. Letter from the School Dean, Division Chair, or Department Chair
    b. Two letters from the candidate's colleagues
        i. Chosen by the faculty member
        ii. Discuss the candidate in the light of the "Criteria for Promotion" - (instruction and student interactions, service to the institution, and scholarship (if applicable).
3. **Class Data from the Office of the Provost (as appropriate)**
    a. Includes the prior year
    b. Trends in class enrollments
    c. Grading patterns
    d. Course offerings
        i. Within the major area
        ii. In the general studies curriculum

Review Process

1. The faculty member's direct supervisor and/or Dean
    a. interview and evaluate the faculty members
        i. The Provost has the option to join this interview
    b. Summarizes the evaluation
    c. Indicates any conditions imposed or agreements reached
    d. Provides written record to the tenure-track faculty member
    e. Submits a copy to the provost's office to be placed into the faculty member's personnel file.
    f. If the College elects to terminate the contract of a continuing faculty member, clinical faculty member, or professional librarian, the provost will provide written notificationThe College reserves the right to reschedule the review of any continuing faculty member if necessary.

Materials Required for Four-Year Review

Occurs in the spring in the fourth full year of employment at Emory & Henry College

Supplied by the candidate:

1. Annual review documents for the current year (as described above in I-2)
2. The Cover Letter should include goals for the next 2 years

Supplied by the College:

4. **Review Documents from the prior 3 years**
5. **Letters of evaluation**
   a. Letter from the School Dean, Division Chair, or Department Chair
   b. Two letters from the candidate's colleagues
      i. Chosen by the faculty member
      ii. Discuss the candidate in the light of the "Criteria for Promotion and Tenure."
6. **Class Data from the Office of the Provost (as appropriate)**
   a. Includes the prior year
   b. Trends in class enrollments
   c. Grading patterns
   d. Course offerings
      i. Within the major area
      ii. In the general studies curriculum

Review Process

1. The faculty member's direct supervisor,the School Dean (if appropriate), and the Provost
   a. interview and evaluate the faculty members
      i.
   b. Summarize the evaluation
   c. Indicate any conditions imposed or agreements reached
   d. Provide written record to the faculty member
   e. Submit a copy to the provost's office to be placed into the faculty member's personnel file.
   f. If the College elects to terminate the contract of a continuing faculty member, clinical faculty member, or professional librarian, the provost will provide written notification in their fourth year that the fifth year of service will be the terminal year
   g. The College reserves the right to reschedule the review of any continuing faculty member, clinical faculty member, or professional librarian if necessary.
2. Upon successful completion of the four-year review, the continuing faculty member, clinical faculty member, or professional librarian is no longer

considered probationary and will be reviewed based on the section below entitled "Subsequent Reviews for Continuing and Clinical Faculty and Professional Librarians"

Materials Required for Review for Six-Year Review or Promotion Review

In order to be considered for promotion, an eligible candidate must be nominated by their Department Chair, Program Chair, Division Chair, School Dean, or the Provost; or a potential candidate may request consideration directly. Letters of nomination or requests for promotion should arrive in the Office of the Provost by **September 1**

Supplied by the candidate:
1. Annual review documents for the current year (as described above in I-2)
2. The Cover Letter should include goals for the next 2 years

Supplied by the College:
1. **Review Documents from the prior 3 years**
2. **Letters of evaluation**
   a. Letter from the School Dean, Division Chair, or Department Chair
   b. Two letters from the candidate's colleagues
      i. Chosen by the faculty member
      ii. Discuss the candidate in the light of the "Criteria for Promotion and Tenure."
3. **Class Data from the Office of the Provost (as appropriate)**
   a. Includes the prior year
   b. Trends in class enrollments
   c. Grading patterns
   d. Course offerings
      i. Within the major area
      ii. In the general studies curriculum.

Review Process
1. The Provost, the School Dean, and the Tenure and Promotion Committee
   a. interview and evaluate the faculty members
2. After reviewing the candidate's dossier, the
3. Tenure and Promotion Committee
   a. Reviews and evaluates dossier
   b. Presents recommendation to the Provost
      i. The committee is advisory to the Provost and the President.
4. Provost presents recommendations to the president
   a. Committee recommendation
   b. Provost recommendation
5. President recommends candidates for promotion to the Board of Trustees
   a. If the President and the Provost disagree with the Tenure and Promotion Committee's recommendation with regard to promotion, they shall

consult with the Committee to seek further information or clarification before finalizing their decision.

6. Provost
   a. Summarizes the evaluation
   b. Indicates any conditions imposed or agreements reached
   c. Provides written record to the faculty member
   d. Puts a copy into the faculty member's personnel file.
   e. If the college elects not to promote the faculty member, the Provost will provide written notification
   f. The College reserves the right to reschedule the review of any faculty member if necessary
7. Upon successful completion of promotion, the continuing faculty member, clinical faculty member, or professional librarian is no longer considered probationary and will be reviewed based on the section below entitled "Subsequent Reviews for Continuing and Clinical Faculty and Professional Librarians"

Subsequent Reviews for Continuing and Clinical Faculty and Professional Librarians

Contracts of all continuing faculty members, clinical faculty members, or professional librarians will be renewed for five years. Subsequent review occurs in the spring of the fifth year of this contract.

Supplied by the candidate:

1. Annual review documents for the current year (as described above in I-2)
2. The Cover Letter should include goals for the next 2 years

Supplied by the College:

4. **Review documents from the prior 5 years**
5. **Letters of evaluation**
   a. Letter from the School Dean, Division Chair, or Department Chair
   b. Two letters from the candidate's colleagues
       i. Chosen by the faculty member
       ii. Discuss the candidate in the light of the "Criteria for Promotion and Tenure."
6. **Class Data from the Office of the Provost**
   a. Includes the prior year
   b. Trends in class enrollments
   c. Grading patterns
   d. Course offerings
       i. Within the major area
       ii. In the general studies curriculum.

Review Process

1. The Provost, the School Dean, and the Tenure and Promotion Committee
   a. interview and evaluate the faculty members
2. Tenure and Promotion Committee
   a. Reviews and evaluates dossier
   b. Presents recommendation to the Provost
       i. The committee is advisory to the Provost and the President.
3. Provost presents recommendations to the president
   a. Committee recommendation
   b. Provost recommendation
4. President recommends candidates for tenure and promotion to the Board of Trustees
   a. If the President and the Provost disagree with the Tenure and Promotion Committee's recommendation with regard to tenure or promotion, they

shall consult with the Committee to seek further information or clarification before finalizing their decision.

5. Provost
    a. Summarizes the evaluation
    b. Indicates any conditions imposed or agreements reached
    c. Provides written record to the tenure-track faculty member
    d. Places a copy into the faculty member's personnel file
    e. If the College elects to terminate the contract of a continuing faculty member, clinical faculty member, or professional librarian, the provost will provide written notification. The College reserves the right to reschedule the review of any continuing faculty member, clinical faculty member, or professional librarian if necessary.

Appendix I-5 - Periodic Review of Non-Tenure-Track Teaching Faculty on Term Appointments and Staff Holding Faculty Status

Supplied by the candidate:

1. The **Cover Letter** should include goals for the next 2 years (as appropriate)
2. **List of courses** taught at Emory & Henry College
   a. Including syllabi
   b. Student evaluations
3. **Other supplemental materials**
   a. Specialized teaching aids
   b. Scholarly work

Supplied by the College:

1. **Class evaluation (1) for each class for the semester - Completed by the Department Chair/Program Chair/or Direct Supervisor**

Review Process

1. Department Chair/Program Chair/or Direct Supervisor
   a. Reviews record of current and prior class evaluations
   b. Reviews current and prior student evaluations
   c. Submits a summary to the School Dean
2. School Dean, Division Chair, and Department Chair
   a. Interview the faculty member
3. School Dean
   a. Provides written record to the faculty member
   b. Places a copy into the faculty member's personnel file

Review is waived in the faculty member's last year

Appendix J: General Information

Academic Year

Generally, the academic year operates from August 15 to May 15. The last event in the regular session is commencement. The fiscal year operates from July 1 to June 30.

Faculty & Staff Socials

Faculty members are invited to the Staff-Faculty Socials held, about every second Friday, at various staff and faculty homes.

Inclement Weather: See information on [College Web site](#)

Paychecks

The College requires the use of direct deposit for payroll checks. Payment is made at the end of each month. If the last day of the month is a Saturday or Sunday, payroll checks are available on the preceding Friday.

Before an employee receives their final check, they must turn in the following items to the Department Chair or Division Chair, or to the Administrative Assistant of the Provost: grades, any tests or essays not returned to students, borrowed instructional materials (texts, etc.), and keys, if applicable.

Fund for Faculty Courtesies

A fund for faculty courtesies is administered by the Office of the President. Guidelines include appropriate courtesies at the time of illness, hospitalization, birth, death, wedding, resignation, or retirement. The President's Office will appreciate being informed of happenings in the community so that appropriate courtesies may be extended.

Parking

Each employee must obtain a faculty/staff parking sticker from the College Security Office. Parking decals for faculty and staff are issued at no charge and must be displayed on employees' vehicles as directed.

Faculty and staff may park in spaces designated as "A" parking. Parking tickets may be issued to faculty and staff who park in areas other than "A" parking. Handicapped and visitor parking areas have been designated throughout the campus. Employees parking in either visitor or handicapped parking will be ticketed. Violations have various

monetary fines associated with them (applicable fines are those listed in the Student Handbook at the time of the violation). All such fines are payable immediately to the College business office. The Security Office will provide a medical permit card to an employee needing this service if the Department of Motor Vehicles has issued the employee a current valid temporary or permanent handicapped permit.

Keys

All classroom, laboratory, and office keys are obtained from the Physical Plant. No duplicate keys are to be made without permission from the Director of the Physical Plant. Requests for keys should be directed to the administrative assistant of the Provost.

Secretarial Services

The faculty secretarial staff is available to assist members of the faculty on the Emory campus in preparing materials relating to official College business and class work. Requests for work should be made well in advance of the date the material is needed, and priority is given in the order requests are received. Because most faculty members are connected to a networked photocopier from their office computers, requests for photocopying should be made only when absolutely necessary. Faculty members also are assisted in the preparation of scholarly or professional work to the extent that time and facilities permit. College business always has priority. Faculty members in the School of Health Science programs should seek assistance from the administrative assistant to the School of Health Sciences.

Technology Training

All faculty and staff should remain current in the skillful use of appropriate computer software and other technology. The College is supportive of employees desiring to take appropriate off-campus workshops and courses. Employees should make requests for funding with their supervisors as far in advance as is possible.

Alumni Office

The Alumni Office welcomes news of faculty activities and participation by the faculty in alumni activities on and off the campus. Reports of news about or personal contacts with alumni or information concerning alumni addresses will be appreciated. The official alumni publication is *Emory & Henry: The Alumni Magazine.*

Bookstore

Textbook orders are placed with the College Bookstore.

Property Insurance

The College's property insurance does not cover personal items (including academic books and research materials) owned by faculty, even when located in campus offices.

Appendix K: Relations with External Law Enforcement Agencies

To be added Fall 2022 Senate Cycle

Appendix L: Responsibility for this *Handbook*

The Provost is the custodian of the *Faculty Handbook*. The Provost is thus responsible for maintaining a reference copy of the documents, for distributing copies to faculty and members of the administration, for overseeing periodic reviews of the text, and for assisting other parties who seek revisions of the *Handbook.* Insofar as any change to the *Handbook* involves Emory & Henry College policy, that change requires the approval of the Board of Trustees*.* Inasmuch as the *Handbook* articulates the rights and responsibilities of the faculty, any substantive change requires full consultation with the faculty itself. Finally, as the President represents the Board's policies to faculty and the faculty's aspirations to the Board, they must also be fully involved in any proposed change.

Proposals for revisions may come from any of the aforementioned sources. Regardless of the initiator, the suggested revision is first reviewed by the President, the Provost, the appropriate standing committee of the Board of Trustees (usually Academic Affairs or Budget/Audit) and the Faculty Leadership Council. The respective committee may judge whether the proposed change is of sufficient significance to be brought before its respective parent body for consideration (i.e., the entire Board, or the Faculty Senate). If and when a consensus emerges from these consultations, the Provost will make the agreed-upon revision to the document. Only the Board of Trustees (voting as a whole) is authorized to introduce a change in the absence of such consensus, and it may do so only after having received full consultation from the President, the Provost, and the Faculty Representative to the Board.

The above protocol pertains to the body of the *Handbook* and to the present Appendix. Substantive changes to [Appendix A: Faculty Governance](#) may be made only by vote of the Faculty Senate, in accord with the [Goverance Policy on Major Changes](#). With respect to remaining appendices, insofar as material in them does not involve College policy, changes do not require the approval of the Board or faculty. Those appendices may be updated periodically by the Provost, following appropriate consultation.

Appendix M: Faculty Grant Opportunities

Internal Grant Opportunities

Applications for each of the following internal grants are due in the Provost' office by March 1 for the following summer. Grant applications will be reviewed by members of the leadership in each School and the Provost. Funds for each of these grants may be used as matching funds for additional grant applications. Each proposal should include a project description and a budget outline. Specific award amounts are reviewed, and may be revised, on an annual basis by the Academic Council.

Summer Starter Grants
This is a faculty research grant intended to help new faculty members begin a program of scholarship. It provides funding for a variety of research-related expenses--travel to libraries, supplies, materials and student assistants. E&H will provide up to three awards of $3,000 each to support individual research. Full-time faculty members are eligible during their first four years of service at E&H.

Faculty Summer Research Awards
This is a stipend for conducting research or professional writing project over at least a five-week period. E&H will provide up to three awards of $3,500 each to support individual research. Recipients must be full-time teaching tenured or tenure-track faculty. Full-time tenured or tenure-track faculty members are eligible for the award.

Curriculum Development Grants
These grants are awarded to support teaching projects, including new course development, significant changes in existing courses or production of new materials for an existing course. E&H will provide up to three grants of $2,000 or several grants of smaller amounts. All full-time faculty members are eligible to apply.

McConnell Scholarship
E&H will provide up to three annual grants of $2,000 to provide a member of the teaching faculty opportunity for additional study as a means of increasing proficiency in classroom instruction.

External Grant Opportunities

Various external grant opportunities are available. Please see the Office of Special Programs (OSP) website for application processes.

The Office of Sponsored Programs at Emory & Henry College supports the College's faculty and staff in their pursuit of external funding for campus projects.
Faculty are asked to review the policies and processes for applying for grants, and contact the Office of Sponsored Programs (main contact: grantmanagement@ehc.edu) prior to planning, preparing or submitting a grant application. Grant application instructions and forms, policies, and grant support resources can be accessed on the Office of Sponsored Programs website
(https://www.ehc.edu/office-sponsored-programs/).

Appendix N: Summer Compensation

# of Students	Payment Amount per Credit Hour
1	$100
2	$200
3	$300
4	$400
5	$500
6	$600
7	$700
8	$800
9	$900
10	$1,000
11	$1,100
12	$1,200
13	$1,300
14	$1,400
15	$1,500
16	$1,600
17	$1,700
18	$1,800
19-20	$1,900
21-22	$1,933.33
23-24	$1,966.67
25	$2,000

Appendix O: Standard of Care for Backcountry Excursions[3]

DEFINITIONS: Backcountry vs. Front-country: Designating a trip destination or programming site as front-country or backcountry is an important step in managing risk

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[3] Updated 8/24/14

and liability.   The key questions: How remote will the participants be? Will it take more than an hour for an injured/ill and immobile participant to receive definitive (hospital) medical care?   The <u>front-country</u> is essentially any place that is easily accessible by road and therefore ambulances, offering a patient evacuation to definitive medical care within an hour. The <u>back-country</u> is any remote place that exists beyond or poses significant obstacles to that crucial hour, placing the duties of and responsibilities of medical care (possibly extended) on trip leaders.

BACKCOUNTRY POLICY: To lead Emory & Henry students, faculty, or staff into the backcountry, there are two options:

A. Meet the minimum qualifications to lead backcountry trips.

1. **Backpacking Trip Leaders** are required to hold current Wilderness First Responder and CPR certificates, to complete Day-hike Leader Training (8hrs) and Backpacking Leader Training (24hrs), and to maintain on file a backcountry resume.

2. **Day-hike Trip Leaders** are required to hold current Wilderness First Aid and CPR certificates, to complete Day-hike Leader Training (8hrs), and to maintain on file a backcountry resume.

3. **Caving Trip Leaders** are required to hold current Wilderness First Responder and CPR certificates and to maintain on file a backcountry resume. Due to the particular hazards associated with caving, leaders should have a layered knowledge of and experience in any cave that is a program site. Leaders should carry an appropriately stocked drag bag for emergencies.

<u>All paddling and climbing trips are to be conducted by Outdoor Program Staff.</u>

B. Hire the Outdoor Program $125.00 per outing to conduct the trip with qualified leaders. (Fee excludes food and transportation costs).

The following activities are prohibited as college-sponsored academic and extracurricular activities at all times: Skydiving, hang gliding, ski jumping, and bungee jumping.

Appendix P: Online Student Privacy Policy

ONLINE STUDENT PRIVACY POLICY

Student Conduct
<u>Technological Responsibilities</u>
As part of their online course experience, students should practice technological responsibility. Students should

- have a back-up plan in place in case of computer difficulties or loss of internet service.
- avoid using "technical problems" as an excuse for late work.
- search online for solutions to error messages or other difficulties before contacting the Help Desk.

Communication and Netiquette
- Students and faculty should communicate respectfully and professionally. Inappropriate language or behavior may result in disciplinary action and/or expulsion.
- Writing Expectations -- Students should
    - use standard English grammar, spelling, punctuation, and capitalization.
    - proofread all work before submitting it.
    - avoid acronyms, emoticons, and abbreviations such as "u" for "you," "B4" for "before," and so on.

Student Privacy
Identity Protection
- All course participants will be issued a username and password. **Students are prohibited from sharing this information for any reason, including allowing others to access course materials.**
- Students must fill out the online consent form available on the E&H website. This form allows students to indicate how and when the College may release personal information. (To inform faculty of **Family Education Rights and Policies Act [FERPA]** rights and obligations, the College will distribute the Information Release Policy and offer presentations at faculty meetings.)
- To verify that the registered student is the same person who completes the coursework, the College will periodically check student IDs.
- Students may also be asked to present identification in the following circumstances:
    - Campus visits
    - Face-to-face classes
    - Video conferences with instructors

Data Protection
All distance education courses are housed and conducted in Moodle, our learning management system. To ensure the security of the student database, the College uses eThink, a cloud-based security system. Backups of student accounts and work are performed daily.

Institutionally, College software administrators enroll online students using data from our student information system. Faculty track student grades through Moodle. Students may access only courses in which they are enrolled and may view only their own grades.

Participation and Attendance
Attendance Requirements
Just as in traditional classes, professors of online courses often require attendance. Individual instructor requirements will vary, but faculty are required to record students' log-ins at least twice a week. Online students will register their attendance digitally by logging onto the course management system.

Academic Integrity
Distance education students are required to sign and abide by the same academic honesty statement as traditional students. To ensure academic integrity, Emory & Henry College uses Respondus, a secure browser application, and Respondus Monitor, a tool that allows faculty to observe students via webcam. Moodle also offers additional features such as password-protected tests and random-ordered questions.

To indicate their acceptance of the honor code, online students will sign the academic honesty statement in the Orientation for Online Learners course.

Academic Honesty
Identity Checks
To ensure that the enrolled student is the one who actually takes the course, the College has instituted the following identity checks:
- First check: when students enroll and register
- Second check: when students attend face-to-face sessions with faculty or on-campus events. (If a class does not require a face-to-face meeting, faculty will be expected to verify a student's identity through a web conference.)

Complaint Process
If a student has a complaint, they should first try to resolve the issue by talking to the relevant faculty or staff member (who may ask for additional information and/or schedule an appointment to discuss the problem.) If the student does not feel comfortable contacting the faculty/staff member, they may address the relevant supervisor. If no resolution is possible, the student should submit a formal written, signed complaint to the Director of Human Resources/Title IX Coordinator.

The formal complaint should include
- The actual complaint, stated as specifically as possible;
- A description of the desired outcome.

The Student Complaint form is available online at https://www.ehc.edu/files/4713/7356/1378/Complaint-Form.pdf or in the Human Resources Office. Each student has the right to seek remedy for a disagreement. Specific policies and procedures are outlined in the Academic Catalog and the Student Handbook; possible

issues include grade appeals, parking tickets appeals, student conduct, and student records.

In the case of issues not covered by the Catalog or Handbook, students have the right to file a complaint and request resolution. The dean of the relevant area (or a designee) will address the complaint in a timely manner and resolve it appropriately. If the complainant is dissatisfied with the resolution, they may appeal to the president of the College. This policy does not apply to academic grade disputes, Title IX issues, or other published policies or procedures.

If a student prefers to report a concern anonymously, they may call the independently-administered Campus Conduct Hotline at (866)-943-5786. The hotline is available twenty-four hours a day, seven days a week. All calls remain confidential (and anonymous if desired). The hotline operator will submit all inquiries to the appropriate College staff member.

Appendix Q: IRB and IACUC

IRB - Institutional Review Board

The Emory and Henry Institutional Review Board (IRB) is responsible for the review and oversight of all research involving human subjects conducted by Emory & Henry's faculty, staff, or students. Before a research project involving human subjects is initiated, it must first be approved by the IRB.

What requires IRB review and approval?

The project must be approved by the IRB if it meets the following criteria as defined under "Research" AND "Human Subject":

Research is defined as:

A systematic investigation, including research development, testing and evaluation, designed to develop or to contribute to generalizable knowledge.

Human subject is defined as:

A living individual about whom an investigator (whether professional or student) conducting research:

1) Obtains information or biospecimens through intervention or interaction with the individual, and uses, studies, or analyzes the information or biospecimens; or

2) Obtains, uses, studies, analyzes, or generates identifiable private information or identifiable biospecimens.

What does not require IRB review and approval?

Many activities have the characteristics of research or use research techniques but do not meet the definition of research for IRB review. These activities do not require review by the IRB. Examples of data collection or observation activities that **do not require review include:**

Scholarly and journalistic activities (e.g., oral history, journalism, biography, literary criticism, legal research, and historical scholarship), including the collection and use of information, that focus directly on the specific individuals about whom the information is collected.

Data collection for internal departmental or other university administrative purposes (e.g. teaching evaluations, student evaluations, and "customer service" surveys), and

Program evaluation carried out under independent contract for an external agency that is for their internal purposes only. Examples include personnel studies, human cost benefit analysis, treatment effectiveness studies, and customer satisfaction studies.

Class projects that are designed solely with the objective of providing students with training about and experience with research methods are not considered research. In cases in which data will not be used outside of the classroom context and outside of Emory & Henry College, and data will be destroyed upon completion of the project, these projects are not considered research and do not require IRB review

For More Information, Resources, Human Subject Protection Training, and Submission forms:

Please see https://www.ehc.edu/research-compliance/human-subject-protection/

IACUC – The Institutional Animal Care and Use Committee

The Institutional Animal Care and Use Committee (IACUC) ensures the proper use of animals in researching and teaching/learning at our institutional by our faculty staff and students.

All teaching and classroom uses (even when it is not research) as well as any research involving vertebrate animal species (excluding human), regardless of funding source, has to be reviewed by the IACUC Committee. IACUC must approve the protocol before any activities regarding animal subjects can begin.

For More Information, Resources, Training, and Submission forms:

https://www.ehc.edu/research-compliance/animal-welfare-protection/