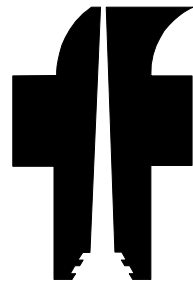


F A C U L T Y
H A N D B O O K

UPDATED 9/5/2008



Faulkner University
— A CHRISTIAN UNIVERSITY —

Published by
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How to Use This *Handbook*

The *Faculty Handbook* describes some of the distinguishing aspects of Faulkner University and has been revised for your convenience and reference. Throughout this book, the term “department chair” may generally be read to include university directors and university chairs. For the most current information about policies and issues pertaining to Faulkner faculty, please visit the University’s web site at <http://www.faulkner.edu> or Outlook. Jones School of Law professors will abide by their respective faculty handbook.

In case, of any divergence from or conflict with the *Bylaws* or policies of the Board of Trustees, the official *Bylaws* and policies of the Board of Trustees shall prevail. Changes or corrections should be sent to the Vice President for Academic Affairs.

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Section 100: The University

101.0 History and Mission

The mission of Faulkner University is to glorify God through education of the whole person, emphasizing integrity of character in a caring Christian environment where every individual matters every day.

101.1 Overview of Institution and Characteristics

Faulkner University is a private church-affiliated liberal arts based institution in the tradition of American higher education. In this tradition, Faulkner seeks to educate the whole person in preparation for success in a pluralistic democratic society.

101.2 Environment of Faulkner University

Faulkner University primarily serves four metropolitan communities—Montgomery, Birmingham, Huntsville, and Mobile—within Alabama. The four communities are all urban environments with contiguous suburban and rural areas. The four communities are classified as metropolitan statistical areas (MSA) by the U. S. Census Bureau. The Department of Education (Unit) and the teacher education programs (TEP) are located and offered only on the main campus in Montgomery.

101.3 History

Faulkner University is a multi-campus, co-educational private, Christian institution of higher education offering associate degrees, baccalaureate and master degrees to prepare students for professions or advanced studies in Bible, liberal arts and sciences, business, professional, and career education. Through its Jones School of Law, it offers the *juris doctor* in jurisprudence.

Founded as a two-year Bible college in 1942, Faulkner has evolved into an independent, co-educational institution in the Christian liberal arts tradition. Faulkner has grown from a small seminary based institution to a university with four academic divisions on the Montgomery campus—the Alabama Christian College of Arts and Sciences, Harris College of Business and Executive Education, Thomas Goode Jones School of Law, and the V.P. Black College of Biblical Studies—and three extended campuses in Birmingham, Huntsville, and Mobile. Faulkner has three academic research and outreach centers—the Center for Dispute Resolution, the Cloverdale Center for Family Strengths, and the Scholars Council/Institute for Faith and Learning. The cornerstone and distinctive characteristic of Faulkner is the infusion of Christian ethics, morals, values, and concern for others throughout the entire institution. As an institution and faculty, we focus on conveying the knowledge to empower the pursuit of personal goals and life-roles and to enable daily life as productive Christians and citizens of a pluralistic democratic society. Our commitment to Christian ethical ideals extends to the individual, family, church, community, nation, vocation, and profession. Our interest is not only in what an education helps students to be in their lives, but also what an education helps them to do with their lives.

102.0 Basic Commitments

Faulkner University is committed, in all of its policies and practices, to certain basic principles:

- **To Christ**

Faulkner University is, first and foremost, a Christian university. Its environment, its policies, and its practices reflect this primary commitment, bringing every thought and activity into obedience to Christ.

- **To the Bible**

Faulkner University embraces the Bible as the inspired word of God. Every aspect of the curriculum and every program or activity is consistent with Biblical truth and practice.

- **To the Individual**

Faulkner University acknowledges that every person is created in the image of God. Therefore, Faulkner University emphasizes the importance of the individual. Faulkner University is a place where every person matters every day, and where education is directed to the whole person, with loving and caring attention to the formation of Godly character within the student.

- **To Excellence in Higher Education**

Faulkner University provides excellent preparation in all its programs, enabling its graduates to compete successfully in their chosen pursuits.

- **To American Ideals**

Faulkner University is committed to the preservation and perpetuation of the principles of a democratic society, individual freedom, a government of law, the American spirit of community service, and personal responsibility.

103.0 Guiding Principles

HERE WE STAND
Faulkner University

No one has to be told that the world is changing rapidly. Institutions all over the world, medical, legal, and religious, are changing. Colleges and universities are changing. Local churches are changing, too.

Many changes are beneficial. Advances in medicine and health care, progress in communication technology, erection of useful new facilities are changes to be appreciated. As Christ's churches evangelizes the world, grows in grace and knowledge of the Lord, loves its neighbors and bears its cross daily, methods, programs and some of the needs of those to be served may change.

Faulkner University is a Christian University. Being Christian, it is connected to things that cannot change. With the help of God and by the determination of its administration and faculty, the university will not change in its relation to these things.

God is the beginning and the end of all things. He is creator and sustainer of the universe. All that is was brought into being by the power of His word. He said, "Let there be," and there was. He changes not.

Faulkner University is committed to the centrality of Jesus and His cross. All of us have sinned. We are, therefore, powerless to save ourselves. God sent his Son Jesus into the world to taste of death for us all. Every sermon in Acts has Jesus Christ as its theme. Paul the apostle determined to know nothing but Jesus Christ and him crucified. God forbid that Faulkner University should glory except in the cross of our Lord Jesus Christ.

We unabashedly affirm, as the Bible does, that no sinner can be saved except by the grace of God. God's grace is appropriated by faith in the atoning death of Christ. Those who believe the gospel and desire to be saved are baptized in the death of Christ and raised by the power of God to walk in newness of life. Jesus promised salvation to those who believe and are baptized, and Faulkner University is committed to the necessity of baptism for the washing away of sins. Scripture affirms it clearly and consistently, and so therefore do we.

Christ promised to build His church and did as He promised. The church cannot save; only Christ can save, but Christ saves the church. One who is redeemed by the blood of Jesus is added by the Lord to the church, is translated by God into the kingdom of Christ. This church, by definition, includes all the redeemed. Faulkner University is unwaveringly committed to the uniqueness and non-denominational nature of the Lord's church.

God has chosen to reveal Himself in Christ, His incarnate Word. Christ sent God's Holy Spirit to guide His apostles and others into all truth, and they in turn committed that revelation to writing in God-breathed Scripture. All we can know of what Jesus taught and did, as well as what His disciples taught and wrote in His name, is found in Scripture. Jesus quoted Scripture, citing what scripture says as what God said. On His authority, the faculty and administration of Faulkner University, a Christian University, accept the Bible as the word of God. We hold it to be completely true as the word of One who cannot lie, and completely authoritative as the word of the One who made us, loves us and will one day judge us by that very word.

There are principles and imperatives that God has revealed through Scripture to direct the work and worship of the Church. These include:

Each congregation is autonomous, with no human governance outside itself. Leadership in each local church is by spiritually qualified men chosen by the congregation in accordance with biblical qualifications.

In corporate worship the church is to follow the instructions of the apostles. It must seek to please God and not itself. It should, therefore, be governed by what God has indicated he wants to receive from us rather than merely by what we might want to offer. In practice that means the congregation offers "the fruit of our lips," or a cappella singing, not instrumental music. It also means participation in the Supper of the Lord each Lord's day.

God has ordained male spiritual leadership for the church, including placing leadership roles in corporate worship in the hands of men. This does not imply that women are inferior to men. They are not. It does, however, accurately reflect the respective roles God has assigned to men and women.

The moral climate in the world today demands a firm commitment to biblical morality. Dishonesty, sexual intercourse outside of marriage whether heterosexual or homosexual, disregard for the value of human life whether in the womb or without, drunkenness "and such like" are declared by Scripture to be sin. We have neither the desire nor the right to say sin is not sin.

In addition, we also stand against unrighteous anger, racist attitudes and actions, an unforgiving bitter spirit, "and such like." A diverse spirit, so eager to carry tales against brothers that it will not check out what has been heard before rushing to repeat it, and those who are so insistent on

their own way that they cause havoc and heartbreak in the church rather than yield in their will or opinion must be opposed.

To summarize, God is God, Jesus Christ is Savior and Lord, the Bible is God's inerrant and authoritative revelation of Himself and His will, the church is God's redeemed people seeking in all things to please Him. To this Faulkner University is wholeheartedly committed.

Here we stand.

104.0 Policies Pertaining to Faulkner and the Workplace

104.1 Affirmation of the University's Diversity Plan

Faulkner University is a church-affiliated liberal arts institution committed to employing a highly qualified and diverse administration, faculty and staff, which reflects the University's religious traditions, values, affiliation, and purpose. Thus, the institution invites individuals affiliated with the churches of Christ to submit applications regardless of race, color, national or ethnic origin, age, gender, marital status, or disability. Faulkner University does not illegally discriminate on the basis of race, color, national or ethnic origin, age, gender, marital status, or disability in connection with its educational policies, admissions, financial aid, employment, educational programs, or activities. However, Faulkner University exercises a preference in employment for those qualified applicants who are members of the churches of Christ whose lifestyles are consistent with the mission of the University and with the beliefs and values of the Churches of Christ.

104.2 Harassment on the Basis of a Protected Characteristic

Faulkner University does not tolerate the creation of a hostile environment by harassing behavior based on a person's race, color, religion, national origin, sex, age or disability. Specific policies can be accessed via Human Resource Policies in Outlook

104.2.1 Disability Discrimination – Americans With Disabilities Act (ADA) Employment Policy

104.2.1.1 General Provisions

Disability discrimination can include harassment based on disability, tangible employment actions, or other actions that create a hostile or intimidating work environment for those in the protected class.

It is the policy of this University to comply with the Americans with Disabilities Act of 1990 (ADA), and other applicable laws. This University is committed to ensuring that applicants and employees with disabilities are provided with reasonable accommodations and no discrimination in regards to the employment and advancement of qualified individuals with disabilities occurs. No form of disability discrimination will be considered acceptable behavior within this University.

A disability is defined as a physical or mental impairment that substantially limits one or more major life activities.

An individual is considered to be disabled if he or she:

- Has an impairment;
- Has record of such an impairment; or
- Is regarded as having such impairment.

To be protected under the ADA, an individual with a disability must be qualified to perform the essential functions of the job.

The University will not classify a job applicant or employee in a way that adversely affects employment opportunities or status on the basis of disability.

All incidents and suspected violations should be reported immediately to Human Resources.

104.2.1.2 Applicants (internal and external)

Representatives of the University may not ask job applicants about the existence, nature, or severity of a disability, but can ask about their ability to perform specific job functions.

The University will not prefer or select a qualified individual without a disability over an equally qualified individual with a disability merely because the individual with a disability will require a reasonable accommodation.

The University will not use qualification standards, employment tests, or other selection criteria that screen out or tend to screen out an individual with a disability. Reasonable accommodations will be provided during the application process, as deemed necessary.

Human Resources and hiring managers will seek to ensure a fair employment process in all terms and conditions of employment.

104.2.1.3 Employees

Where an individual's functional limitation impedes job performance, the University will take steps to reasonably accommodate, and thus help overcome the particular impediment, unless doing so would impose an undue hardship on the institution.

Department supervisors are responsible for working with disabled employees in providing reasonable accommodations and coordinating these efforts with Human Resources. Supervisors must also seek to ensure a work environment free from harassment based on disability.

104.2.2 Procedures

If an employee or applicant requests accommodation, the University will engage in an informal process with the individual to clarify the individual's needs and determine if an appropriate reasonable accommodation can be made without undue hardship.

- A If an applicant or employee of the University wants to request an accommodation under ADA or has questions about an accommodation, he or she is to contact the Director of Human Resources.
- B An accommodation request must be submitted in writing to the Director of Human Resources who will then consult with the applicant or employee, and other University Administration as necessary. Then, it will be determined if: 1) the individual is eligible for a reasonable accommodation; and 2) if so, the manner in which it shall be achieved.
- C If it is determined that a reasonable accommodation can be made, the Director of Human Resources will work closely with the department supervisor and division Vice President to ensure the accommodation is made.

104.2.3 Record Keeping

Any information obtained regarding the medical condition or history of an applicant or employee will be collected and maintained on separate forms and in separate medical files and will be treated as a confidential medical record, except that:

- Appropriate Vice Presidents and supervisors may be informed regarding necessary restrictions on the work or duties of the employee and necessary accommodations;
- First aid and safety personnel may be informed, when appropriate, if the disability might require emergency treatment; and
- Government officials investigating compliance with the ADA will be provided relevant information on request

104.2.4 Definitions

Qualified individual with a disability- one who meets the skill, experience, education, and other job related requirements of a position held or desired, and who, with or without reasonable accommodation, can perform the essential functions of the job.

Essential Functions- a job function is essential if removal of that function would fundamentally change the job.

The terms ‘*substantially limits*’ involve three factors to consider:

- The impairment’s nature and severity;
- How long the impairment will last or is expected to last; and
- The impairment’s permanent or long term impact, or expected impact.

Reasonable accommodation- modifications to the job including work environment or the way a job is performed, that enable qualified individuals with disabilities to perform the essential functions of the job. A reasonable accommodation does not include anything that would be considered an undue hardship to the University.

Undue hardship- an action that is excessively costly, extensive, substantial, or disruptive, or that would fundamentally alter the nature or operation of the University.

104.3 Computer Usage

All Faulkner faculty have access to a computer, whether on their desktop or in one of several computer labs located across campus. Most of the faculty use desktop computers that operate in a Windows environment and are connected to the Internet. All users of computers attached to or communicating with the Faulkner University network are governed by the University Computer Use Policy. These policies spell out the requirements and expectations for users of the campus network. Faculty must familiarize themselves with these documents and adhere to the standards set forth.

Please keep in mind the following policy on electronic and voice mail, affirmed by the President's Cabinet, that applies to email signatures and the content of email and voice mail: "All official email correspondences and voice mail greetings of university faculty and staff should be consistent with standard practices for business communication and should not contain information extraneous to the mission and goals of the University."

All users are required to sign the Computer Usage Policy, located in Public Folders, Administrative Policies in Outlook.

104.4 Office Space

Each faculty member is provided with office space for conduct of University business and is expected to keep office hours.

104.5 Parking

Marked parking zones for faculty are located near academic buildings. All faculty members must register their vehicle(s) with the Faulkner Security Office in order to operate them lawfully on campus. A hang-tag for the windshield inside the vehicle identifies the vehicle for faculty parking. This hang-tag must be displayed whenever the vehicle is on campus.

105.0 Code of Conduct

University employees are to live consistently with the moral principles espoused in the New Testament. Therefore, the following kinds of behavior are unacceptable for University employees:

- sexual immorality (homosexual, heterosexual, pre-marital or extra-marital)
- consumption of alcohol and/or drunkenness
- dishonesty
- inappropriate language (profanity, swearing, cursing)
- gambling
- possessing/viewing pornography
- spousal and/or child abuse
- illegal drug possession and/or use,
- assault, battery, murder, robbery, theft and other such violations of criminal law

The University recognizes that there are areas in which reasonable people can disagree as to the proper interpretation of scripture, but even in these areas, it expects its personnel to adjust their behavior to be consistent with University standards when interacting with

University students, hosting University sponsored events or when traveling (alone or with a group) on University business.

University employees are expected to observe the highest standards of professionalism at all times. In order to maintain the required level of professionalism, employees should:

- Comply with all policies and procedures of the University
- Maintain satisfactory performance, work habits and overall attitude.

Refrain from:

- Falsification of records (to include applications, time sheets, personnel records and other university documents)
- Unauthorized use of University material, time, equipment or property
- Insubordination or refusal to comply with instructions or failure to perform reasonable duties which are assigned
- Damaging or destroying University property through careless or willful acts

Other forms of conduct and behaviors that may be covered within other policies of this University, such as sexual harassment; absenteeism and tardiness; weapons on campus; drug compliance; and dress and personal appearance are all included within the university standards of conduct. These specific policies should also be referenced.

BEHAVIOR THAT INDICATES AN EMPLOYEE HAS DISREGARDED THESE STANDARDS, EITHER ON CAMPUS OR OFF, WILL RESULT IN DISCIPLINARY ACTION, UP TO AND INCLUDING TERMINATION. This list is intended to be representative of the kinds of behavior/conduct-not comprehensive. Therefore, there may be conduct and behavior items that can be addressed with an employee outside the scope of this list.

Any disciplinary action will be taken at the discretion of the University and will depend on the facts of each case and the employment record of each person involved. For those employees who are considered to be “at will” under Alabama law, this policy does not alter the “employment at will” nature of the relationship between employees and the University. For those employees who are tenured or who are otherwise not considered to be “at will” employees, this policy sets forth grounds on which the employee can be disciplined or terminated “for cause.”

106.0 Organizational Structure

106.1 Academic Administration

106.1.1 The President of Faulkner University

is the executive head of the University and all of its departments and exercises such supervision and direction as promote the efficient operation of the institution. The President is responsible to the Board of Trustees for the operation and management of the institution and for the execution of all directives of the Board.

106.1.2 The Vice President for Academic Affairs and Dean of the Faculty

is the chief academic officer of the University, a member of the Executive Cabinet and an ex officio member of the faculty, graduate faculty, and committees charged with considering matters pertaining to the faculty and the curriculum. The

Vice President for Academic Affairs also holds administrative jurisdiction over academic matters and academic personnel and provides leadership in the development of proper academic goals of the institution and its colleges through college and faculty entities. Administrators who answer directly to the Vice President for Academic Affairs are: the Dean of the College of Arts and Sciences, the Dean of the College of Biblical Studies, the Dean of the College of Business, the Director of Libraries, the Director of Project Key, the Director of C.A.R.E., and the Director of the Talent Search Program.

106.1.3 The Deans

of the Alabama College of Arts & Sciences, the V.P. Black College of Biblical Studies and the Harris College of Business supervise faculty within their respective colleges. The deans serve as ex-officio members of the curriculum committee and serve on other committees as appointed. They also serve as members of the University cabinet.

106.1.4 Department Chairs and Directors

These terms are used to describe the heads of units who have direct supervision over faculty. The chair or director is appointed by the President after consultation with the appropriate faculty, and the dean of the college. The chair or director represents the department or school in all official communications and is responsible for the general direction of the work of the department or school; the quality of instruction; the coordination of instruction; the preparation of a budget; the advisement of students who are majoring in the department; and the recommendation for appointment, promotion tenure and dismissal and all positions including faculty status.

106.2 Nonacademic Administrative Officers

Nonacademic administrative officers are those who report directly to the President or to the Vice President for Business and Finance, the Vice President for Student Affairs, the Vice President for Extended Services or the Vice President for University Advancement. All Vice Presidents and the Director of Human Resources report directly to the President. Those reporting to the Vice Presidents are listed in conjunction with the appropriate Vice President.

106.2.1 The Vice President for Finance

is responsible for the business administration and physical property of the University. The Assistant Vice President for Finance / Business Manager answers directly to the Vice President for Finance, as do the directors of the following Contracted Services: Facilities (National Management Resources), Cafeteria (Culinary Management Solutions), Bookstore (Follett College Stores), and Computing Services (EFC Systems).

106.2.2 The Vice President for Student Affairs

is responsible for student support programs and services as well as enrollment services. Administrators who report directly to the Vice President for Student Affairs are: the Registrar, the Dean of Students, the Director of Financial Aid, the

Director of Admissions, the Athletic Director, the Director of Career Development, and the Coordinator of Campus Security.

106.2.3 The Vice President for University Advancement

reports directly to the President and is responsible for matters pertaining to institutional development, university relations, and such duties as assigned by the President. Administrators who answer directly to the Vice President for University Advancement are the Assistant Vice President for Donor Relations, the Assistant Vice President for Development, and the Director of Church Relations.

106.2.4 The Vice President for Extended Educational Services

serves as liaison between the Academic Division, Student Services Division and other areas of the University on the main campus. This office is responsible for recruiting of students, staffing and oversight of adult and executive programs through the following: Assistant Vice President for Extended Educational Services and Director of Graduate and Adult Enrollment, the Directors of the extended campuses located in Birmingham, Huntsville and Mobile, and the Director of the Military Education Program.

106.3 Evaluation of Administrators

Senior administrators (vice presidents, deans, directors, and department chairs) undergo in depth performance review and evaluation every year. These evaluations seek to provide information for continuous improvement. The review seeks input from subordinates and peers and focuses on the administrator's management/organizational ability, leadership, and progress on the unit's stated goals and objectives.

106.4 Faculty

For the purpose of this handbook the term "faculty" will include all full-time teaching faculty, academic deans, professional librarians, academic program directors, the registrar, and the student success director. Other positions may be designated as faculty by the Administrative Cabinet upon the recommendation of the Vice President for Academic Affairs.

The faculty are responsible for regulations affecting academic activities, the general educational policy of the University, the welfare of the faculty, and related matters that maintain and promote the best interest of the students, faculty and the University.

107.0 Colleges and Library

The three colleges are: the Alabama Christian College of Arts & Sciences, the Harris College of Business and Executive Education, and the V.P. Black College of Biblical Studies. At the undergraduate level, the University offers a general education program to all students through the core curriculum and majors in a wide variety of fields. For a detailed account of the degrees and majors offered to graduate and undergraduate students, see the University's *Catalogs*.

107.1 Alabama Christian College of Arts & Sciences

The Alabama Christian College of Arts and Sciences provides the university's liberal arts foundation core curriculum upon which subsequent learning is based as well as major concentrations in subject disciplines. The liberal arts core courses broaden the student's general education and Bible courses deepen the student's faith.

The following Departments comprise the Alabama Christian College of Arts and Sciences:

- Adult Programs
- Computer Sciences
- Criminal Justice
- Education
- English
- Fine Arts
- Humanities
- Legal Studies
- Mathematics
- Physical Education and Sports Management
- Physical and Natural Sciences
- Social and Behavioral Sciences.

The following undergraduate majors are available through the departments listed above: Biology, Computer Science, Counseling, Criminal Justice, Elementary Education, English, Fine Arts, History, Liberal Arts, PE (N-12), Psychology, Secondary Education (teaching fields in biology, language arts, history, mathematics, general social studies, general science, and theatre), and Sports Management,. Additionally, existing degrees in science have been tailored for students seeking professional curricula, especially in the medical sciences. Apart from the baccalaureate degree in these disciplines, the college also offers the general Associate of Arts and Associate of Science Degrees. The college of Arts & Sciences emphasize the importance and versatility of a Liberal Arts education and encourages students who seek interdisciplinary learning to seriously consider pursuing one of its emphasis degrees. The Liberal Arts Degree is typically understood as one that concentrates on a significant amount of writing, reading, critical thinking, and research. Often it is contrasted with math, science, or business. In reality, many liberal arts majors are employed within these fields and within related fields. According to Fortune Magazine, nearly one-third of all CEO's majored in Liberal Arts. As such, a student can obtain a baccalaureate degree in liberal arts through any of its departments above except adult programs and education. In addition to the university's general liberal arts component, the student will typically take a concentration of six to eight courses within the desired department.

The following graduate majors are available through the departments listed above: Criminal Justice, Elementary Education, Secondary Education (with emphasis in any of the departments listed above except adult programs and education) and Liberal Arts.

107.2 Harris College of Business

The programs offered in the Harris College of Business & Executive Education are designed to develop and enhance leadership qualities in men and women and prepare them for roles in the business community and the free enterprise system. The School emphasizes the integration of Christian values with traditional business and executive education.

The Harris College of Business & Executive Education offers the Bachelor of Science degree in Business Administration and in Business Information Systems . Within the Business Administration program, a special concentration of courses may be taken in Accounting or Management. These programs prepare students for careers in business, information systems, accounting, finance and management as well as graduate work in business.

The Harris College of Business & Executive Education offers innovative programs geared to adult students. An innovative Executive Bachelor of Business Administration (BBA) is offered to executives, managers, supervisors, and other professionals. Also, the Bachelor of Science in Management of Human Resources (MHR) is offered for adults. Both of these programs are designed for students having two years of prior college, and enable them to complete the baccalaureate degree on a schedule convenient for them. Most adult classes are scheduled in the evening or on the weekend.

The Harris College of Business & Executive Education also offers electives in general Business Administration, Automated Office Systems, and Computer Information Systems with the two-year Associate of Science degree. These two-year programs are offered primarily at the extension centers and are designed to be a foundation for the Bachelor's degree while providing students a broad-based liberal arts education complemented by business courses to enhance learning horizons. These programs address the grassroots of learning while relating to a modern-day, real-world business environment.

The Harris College of Business & Executive Education operates within a highly student-oriented environment. The goal of Harris College of Business and Executive Education and its instructors is to graduate students interested in what an education enables them to be as well as what it enables them to do.

107.3 V.P. Black College of Biblical Studies

The Bible is the heart of the curriculum at Faulkner University, and all courses in the university are taught in the light of the teaching of the Bible. The Bible is accepted and taught as the inspired, authoritative and all-sufficient word of God. By precept and example, training for dedicated Christian service is emphasized in and out of the classroom. The faculty in the College of Biblical Studies underscores the opportunities for trained Christian servants and the importance of exemplary lives.

The College of Biblical Studies exists to serve the students of the university as a whole. Every student takes a course in the College of Biblical Studies each semester. (A Bible course is required within every fifteen hours taken.)

107.4 Gus Nichols Library

Gus Nichols Library is the major academic resource for the campus of Faulkner University with extensive collections of academic books and journals, special collections, and links to networked information resources in various electronic formats. Complete information about the Library is available on the library's web page at <http://www.faulkner.edu/gnl.asp>.

Gus Nichols Library is housed in a two-story building originally constructed in 1967. The physical plant presently covers 13,000 square feet. Plans are in place to build an addition which should double the present available space. The library and extended resource rooms provide more than 200,000 cataloged items. The library collects materials in all formats of recorded knowledge which are relevant to the University's curricula including books, print journals, microforms, electronic books, music, recorded CDs, DVDs, and videos. Gus Nichols library has access to approximately 34,000 electronic books. The library's collections include almost 114,080 print, periodical, and microfiche titles. The library maintains subscriptions to about 187 serial and periodical titles. The library also provides access to approximately 112 electronic databases containing numerous electronic journals, many of which include full-text/full-image information and are managed through SerialsSolutions. Several of these databases are offered with discounts by NAAL (Network of Alabama Academic Libraries). The library's web-based catalog (<http://innopac.faulkner.edu/>) provides information about the collection including: circulation status of books and other circulating items; videos and other audiovisual materials; journal holdings and electronic books. Research materials not owned by the library are available through ILL services at <http://www.faulkner.edu/o/libraries/gnl/forms/loan.cfm>.

Books and articles can be requested online and are usually received within four to five days. The library is involved in several consortial agreements which provide an even larger borrowing base. Within the city of Montgomery, the library is part of the Montgomery Higher Education (MHE) in which borrowing privileges are extended from Auburn University Montgomery, Alabama State University, Troy University Montgomery, and Alabama Public Library Services. Faulkner University shares a catalog with these consortial partners (MALCAT) Montgomery Area Libraries Catalog. Faulkner University students may borrow circulating items from any of these libraries with the same privileges and responsibilities afforded them at their home library. The library has consortial agreements throughout the state to provide our extended campus students a wider base of resources. The library is open for about 70 hours per week. During that time, immediate reference services are provided by knowledgeable staff and classes may be requested and taught by one of the credentialed librarians.

After hours, access to immediate assistance is provided by the library's 24 hour virtual reference tool: QuestionPoint's Ask-a-Librarian, located at <http://www.faulkner.edu/gnl/askalibrarian.asp>. The library also makes computers available for public use. These computers provide many standard software applications such as word-processing, spreadsheets, internet searching, and catalog and database access. All of the library's publicly accessible computers are linked to the Internet through high-speed network connections. The library offers circulating

laptops which can be checked out for use within the library for a two hour period. Wireless connection is available in the library.

The functional areas of the library are organized into the following departments:

- Public Services
- Collection Services
- Extended Campus/Serials Services
- Technical Services
- Administrative Services

Public Services is responsible for circulation transactions, book re-shelving operations, academic reserves, audiovisual services, overdue fine collection, and the library's website.

Collection Services is responsible for the selection and de-selection process, and the processing of all purchased and gift print monograph materials that are added to the library's collections.

Technical Services is responsible for purchasing and cataloging of all monographs and series sets.

Extended Campus Services/Serials is responsible for the purchase and processing of all print serials, microfiche, and electronic materials as well as supervising the extended campus resource rooms.

Gus Nichols Library is open about 70 hours weekly for student research and study needs. The library's collection includes more than 200,000 cataloged volumes and offers about 112 online databases containing journal articles that are accessible 24 hours a day. Nichols Library offers reference assistance any time the library is open and QuestionPoint 24/7-Ask-a-Librarian online services is available for assistance when the library is closed. Reference email and a toll free phone number are also available for assistance. The library offers interlibrary loan for resources that it does not own. As well as electronic resources, Gus Nichols Library maintains a traditional collection of reference books and periodicals. A limited number of computers are available for use in research and writing. Six laptops are available for in library use and have wireless capability.

Public/Reference Services: The Public Services librarian and staff are on duty at the reference desk to assist users with the collections and to answer general questions about the library. The librarians are available to provide bibliographic research instruction to any university class upon request. The instruction will be tailored to the research and computer needs of any particular class requested. The librarians also consult with students and faculty members on an individual basis.

Extended Services/Serials: The library also offers Special Collections and University Archives. The Extended Services and Serials department is responsible for preserving and making available the University documents and rare book holdings. No Special Collection materials circulate, but the department is eager to assist research and to answer inquiries. Serials (journals, newspapers, and magazines) are made available to patrons for browsing or upon request.

Library resource rooms are available at Faulkner's extension centers throughout the state of Alabama. These resource rooms make available materials that are relevant to curricula at the centers. Additional materials may be requested through Nichols Library and may be borrowed from reciprocal libraries in the area. The Extended Campus Librarian travels to each of the extended campuses several times throughout the year and maintains the collections, computers, and conducts bibliographic research instruction.

Technical Services: The Technical Services Department is responsible for purchasing and cataloging all materials. The Technical Services Librarian also works with faculty to place requested materials for each discipline. As funds allow, the library allocates a specific portion of its book/materials budget to each academic department for selections for acquisitions that will support university curricula and the department's discipline. All Academic departments' sum of allocations is determined by the departments' size (number of majors) and the average cost of books for the field.

Collection Services: The Collection Services Department is responsible for selection and de-selection of the library's collection. This department is also responsible for the processing of all purchased or donated print materials and for ILL services.

The main page of the library's website provides links to the online catalog, online databases, Ask-a-Librarian service, Interlibrary Loan form, library policies, research and web resources, faculty/staff page, and help pages.

108.0 Centers and Institutes

Faulkner University hosts the following centers and institutes:

108.1 Scholars' Council

The purpose of the Scholars' Council is to serve as the center for investigation and demonstration of the Christian faith as the foundation of learning and to promote and encourage excellence in the task of teaching. In order to make progress in this two-pronged effort, the Council is organized into two sub-entities: the Institute of Faith and the Academy and Excellence in Teaching Committee.

- **Membership**

Nomination for membership in the Scholar's Council is open to all full-time faculty members. The Council should be comprised of at least one member from each college, not to exceed 12 voting members, and will reflect the overall diversity of the University. The Dean from each College and a University Public Information Representative are *Ex Officio* non-voting members.

- **Responsibilities**

The Chair of the Council is primarily responsible for the delegation of Council duties, organizing at least one Council meeting per semester, and organizing and obtaining Council approval for all activities of the Institute of Faith and the Academy. Council members are expected to attend the majority of Council meetings, complete delegated duties in a timely manner, and support all activities associated with the Institute of Faith and the Academy. Failure of any member to

the Council to perform the primary duties outlined above will result in a recommendation of dismissal by the Council to the Chief Academic Officer.

108.1.1 Faith and the Academy

The purpose of the Institute of Faith and the Academy is the investigation and demonstration of the Christian faith as the foundation of learning. In order to fulfill its purpose the Institute conducts book and article readings and discussion among Faulkner faculty members twice each semester. The Institute hosts an annual lecture series in the fall semester to address the issue of the relationship of the Christian faith to learning in different academic disciplines. One of the more exciting developments is the initiation of a new academic journal, *Faith and the Academy Journal*. The first issue will be published in the fall of 2008. A conference to be hosted by Faulkner University and the Institute of Faith and the Academy is scheduled for February 15-16, 2008. The plenary addresses and select paper presentations, including at least one student presentation, will serve as the content for the first issue of the journal. The journal's scope inquiry involves the relationship of the Christian faith to learning and teaching in all the academic disciplines.

- **Institute of Faith and the Academy--New Faculty Orientation Component**

All new full-time faculty for Faulkner University are required to participate in the Institute of Faith and the Academy activities during the first year of employment as component of the new faculty orientation program. These activities and assignments include the following:

- **Faith and the Academy Conference** (February of each academic year)

New faculty members will participate in the Faith and the Academy Conference by attending the Plenary Presentations and at least two of the concurrent presentations. Though not required, new faculty members are encouraged to submit an abstract for consideration to present a paper.

- **Executive Summaries**

New faculty members are to write executive summaries of select chapters from the text, *The Great Tradition*. See Dr. Robert Woods for selection of chapters. Or, upon completion of the executive summary, read the summary and select one of the entries from *The Great Tradition* and write an evaluation on how the selection applies to learning and teaching within one's academic discipline.

- **Reading and Reviewing a Select Text**

New faculty members are to read and write a review of a selected text within their respective discipline. The selection is to be drawn from the Department's *Thinking Christianly* book list created by the Institute of Faith and the Academy.

- **Participating in Discussion Groups**

New faculty will participate in the Institute of Faith and the Academy faculty discussion groups each semester. The Institute selects the readings and dates for the discussion group meetings; usually once a semester.

- **Writing a Theological/Philosophical Position Statement**

New faculty will write a theological/philosophical position statement concerning how the Christian faith informs and forms the study and teaching of one's academic discipline.

The Chair or Dean will monitor the progress and fulfillment of these requirements for each new faculty member within their respective departments.

108.1.2 Excellence in Teaching

The purpose of the committee for Excellence in Teaching is to promote and encourage excellence in teaching. The committee is in its early stages of development but has set for itself such tasks as creating an "Advising Handbook" to help faculty better advise students in their respective majors; creating an information bank of "Best Policies and Practices" for content delivery, including technology and classroom strategies; requiring each academic department to produce a "Christian Worldview Bibliography" specific to each department's academic discipline to serve as a resource for all the faculty; and developing a new faculty "Orientation" program to aid faculty in specifically addressing how they can teach from a Christian Worldview in their respective discipline.

108.2 Center For Assessment, Research & Evaluation (CARE)

The *CARE* office is a faculty unit reporting to the Vice President for Academics and offers a broad array of executive and management decision support services across all units of the University and to selected external bodies. Its primary functions are to: facilitate the collection, analysis, and interpretation of data and the presentation of information; gather and analyze environmental information for the institution; provide staff support to facilitate the formulation and implementation of strategic and tactical planning for the institution; prepare and publish internal and external reports on the institution's performance and the environment in which it functions; perform and create ad hoc studies and reports as requested; and support the assessment efforts relating to institutional effectiveness.

108.3 Cloverdale Center For Family Strengths

The Cloverdale Center for Family Strengths was created to conduct research on what variables are needed to create a strong family unit, to disseminate that information to individuals, couples and large groups through classes, seminars and written material.

109.0 Graduate Programs

Faulkner currently offers five graduate degree programs in Biblical studies (M.A.), Criminal Justice (M.S.), Law (J.D.), Liberal Arts (M.A.), and Management (M.S.). Faulkner offers some 45 undergraduate degree programs across the fields of the arts,

behavioral sciences, Biblical studies, business, computer sciences, criminal justice and legal studies, teacher education, English and language arts, fine arts, liberal arts, mathematics, natural sciences, and social sciences. Faulkner students are offered the choice of a bachelor of arts (BA) or bachelor of sciences (BS) in many of the baccalaureate degree programs. The key distinction between these options is the foreign language requirement and increase liberal arts focus of the BA.

110.0 Academic Units

110.1 Great Books Honors Program

The University Honors Program at Faulkner University provides a small college atmosphere in the context of a large comprehensive university. The program is designed to foster the development of a critical sense of inquiry, a spirit of creativity, a global perspective, and an ethic of civic responsibility.

Great Books Honors Program Benefits

- Challenging honors courses taught by distinguished faculty
- Undergraduate research experience opportunities
- Special exclusive honors travel opportunities
- Study abroad opportunities designated for honors students
- Honors seal of distinction on diploma
- Leadership development opportunities
- Assistance in applying for nationally competitive scholarships and fellowships (e.g., Fulbright, Marshall, Rhodes, Rotary)

Admission to the Great Books Honors Program

Students interested in applying to the University Honors Program should possess a solid record of academic and co-curricular achievement as well as community involvement. Minimum requirements include:

- ACT score of 27 or higher (composite)
- High school GPA of 3.0 or higher in college preparatory classes
- Personal interview is required for all University Honors Program scholarships

110.2 International Studies Program

The Center for International Studies is responsible for international academic programs and services. In today's complex and interdependent world nearly every issue, from trade to environmental problems, carries a global dimension. Faulkner University is strongly committed to educating future leaders for whom the need for global expertise is unparalleled today. Heeding the call to begin preparing for borderless careers, nearly 50 Faulkner students have studied abroad since 2005.

Study abroad allows students to expand their education and to acquire an international perspective needed to function in a global society. Study abroad alumni report a greater sensitivity to global issues and a deeper understanding of the challenges facing us in the Twenty-First century. Many students are also bewildered at how much they learned about the United States while they were away. Fougeret de Monbron said it best when in 1761 he wrote: "The world is a book; he who stays at home reads only one page."

111.0 Administrative Units

Administrative Units are defined as those director-led administrative entities that provide “administrative and educational support services.” While this could effectively include every administrative unit on campus (because one of the University’s primary missions is to educate students), SACS/COC focuses this standard on student learning. Thus, those administrative entities that directly support student learning and are director-led are included in this definition of Administrative Units.

111.1 Office of the Registrar

The Office of the Registrar has the primary responsibility for maintaining the academic records of students and making them available to all other university administrators. The office is responsible for administering registration, reporting grades to students, maintaining and providing transcripts of student records, clearing students for graduation, certifying student enrollment, and handling veterans’ affairs. Subject to the provisions of the *Privacy Act*, the Office of the Registrar attempts to provide all information needed by faculty to assist in their work with students.

111.2 QEP Quality Enhancement Plan

111.2.1 Quality Enhancement Resolution

Whereas Faulkner University was established for the purpose of spiritual education,
Whereas the mission of Faulkner University emphasizes the development of the whole person,
Whereas the mission, vision and core values of Faulkner University emphasize spiritual formation,
Whereas service to others is a key element of spiritual formation and of Faulkner core values,
Whereas a principle of the Restoration Movement from which Faulkner draws its religious heritage is that every generation must restore or refocus on the original mission, vision, and core values,
Whereas the Faculty of Faulkner University have reflected upon the core curriculum and enhanced the spiritual elements of the curriculum,
Whereas the Faulkner community reached a consensus for restoring or refocusing on the institution’s the mission, vision, and core values elements of spiritual formation and Christian service,
Now, therefore, be it resolved, that, Faulkner University establish a plan to enhance Faulkner’s existing curricula—curricular, co-curricular and extracurricular—for spiritual development via the institution of curricula and programmatic elements focusing on spiritual formation and its expression through Christian service.

111.2.2 Mission of Quality Enhancement

The mission of the Office of Quality Enhancement is to support the Faulkner’s mission, vision and core values by affording its students the avenues through which they can pursue and perform Christian service thereby assuring the

development of an indispensable element in the ongoing quest for spiritual formation.

111.2.3 Rationale Spiritual Formation and Christian Service Program

Spiritual formation and Christian service are manifested throughout the history of Christianity and Judaism. Spiritual formation is an ongoing process of growth and development for each Christian and supports the growth of the body of Christ. The need for not only academic growth, but also moral and spiritual growth is reflected in the Faulkner's conceptual framework and in the Biblical principles (Matthew 22:37-40; Mark 12:29-31; Luke 10:25-29, cf Deuteronomy 6:4-6; Leviticus 19:8). Christian service is a direct manifestation of spiritual maturity and a key element in the process of spiritual formation. Christian service, i.e. a disposition to love and care for others, is central to the Christian faith.

As a Christian university, the pursuit of spiritual formation and Christian service is not only logical, but is derived from the mission, vision, and core values of the University. Likewise, the pursuit of a spiritual formation and Christian service program will enhance the success of the institution's focusing on the University's mission, vision, and core values and enhance student success on the mission driven institutional learning outcomes.

111.2.4 Spiritual Formation and Christian Service Program—*I Can Soar*

The implementation of the spiritual formation and Christian service program will enhance the institution's focus on her mission and sharpen the University's focus on her vision, which is "the pursuit of academic excellence with a sense of responsibility to use one's gifts for the service of others and the benefit of society." The spiritual formation and Christian service program's holistic emphasis complements the institution's curricula's design for education of the whole person through development of intellectual, moral, spiritual, and social qualities in curricular, co-curricular, and extra-curricular avenues. The spiritual formation and Christian service program will facilitate the University's vision to promote the contemporary Christian mission of the service of faith and the promotion of equality and justice. The spiritual formation and Christian service program speaks directly to the University's core values. The spiritual formation and Christian service program also provides a clear focus and theme for the institution's conceptual framework.

Institutional Conceptual Framework: I Can Soar

The spiritual formation and Christian service program reflects the institution's conceptual framework (ICF) and broad institutional learning outcomes. The ICF's elements—intellect, character, and service—are intertwined in the spiritual formation and Christian service program and fit with the ICF's thematic name "I Can Soar."

The ICF or *I Can Soar* is comprised of three key elements and broad learning outcomes. The three key elements are:

- Intellect: symbolizes the knowledge and skills acquired in academic pursuits.
- Character: symbolizes the dispositions nurtured in spiritual development.

- Service: symbolizes the actions of contemporary Christians flowing from Intellect and Character.

I Can Soar's broad learning outcomes and content areas are:

Outcome	Content Areas
Christian Literacy	Biblical Studies and Christian Cultural Heritage
Christian Literacy	Biblical Studies and Christian Cultural Heritage
Cultural Heritage Literacy	Western Cultural Heritage and American Cultural Heritage
Mathematical and Scientific Literacy	Mathematics, Natural and Physical Science
Information and Communication Literacy	Composition and Literature, Communication, Technology
Personal and Social Literacy	Physical Education, Social Science
Professional Literacy	Major Field Courses, Internship

111.3 Student Services

Student Services is the arm of the university that touches the lives of traditional students through the day to day schedule of events that engages the social lives of the Faulkner students.

111.4 Student Success

The Office of Student Success provides college-wide programming designed to increase the retention, persistence, degree attainment, and transition of college students. The Office of Student Success works in coordination with the offices of Career Development, Counseling, Admissions & Records, Financial Aid, Student Support Services, Assessment, Student Services and all college academic departments and divisions.

111.5 Student Support Services

The Student Support Services program at Faulkner University offers academic and personal counseling to qualified students. The program also offers tutoring and study skills workshops. Special assistance is available to students who are enrolled in developmental courses such as Basic Math and Fundamentals of Reading & Writing. Study skills workshops and career seminars are offered. A monthly newsletter and calendar of events is distributed to participants and faculty.

The Student Support Services program is available to qualified students at no cost. Students must make application and be accepted into the program.

111.6 Project Key

Project Key serves as the central contact point and service provider for all students with disabilities at Faulkner University including: Harris College of Business, V.P. Black School of Biblical Studies, Alabama Christian College of Arts and Sciences,

Jones School of Law and all Extended Campuses. Project Key also serves as a resource for the Faulkner community, other entities and individuals regarding a variety of disability issues such as transition, accessibility, documentation, accommodations, technical assistance on laws and regulations, and parent and professional training. The community outreach programs are often a collaborative effort with other universities and agencies.

111.7 Instructional Support Lab

Faulkner University provides the Instructional Support Lab for use by any Faulkner student. The major goal of the Instructional Support Lab is to be of academic assistance to the Faulkner student. In order to meet this goal, one-on-one tutoring in math and English, audio/video instruction, and computer-assisted instruction in math, English, and sciences are provided. The Instructional Support Lab also houses the **Writing Lab**, a one-on-one tutoring service established by the English department, to aid students in improving writing skills. The lab is equipped with computers that are networked campus wide, and may also be used for typing research papers, resumes and other writing assignments. The lab is open for study by individuals or groups. In addition to computer support, the lab is also used by instructors to administer make-up tests and for other assignments. Instructors may reserve the lab for class time. Lab personnel are also responsible for administering all math and English placement tests. The Instructional Support Lab serves as an open CLEP testing center. CLEP tests are administered twice monthly throughout the year and are available to the public as well as all Faulkner students. The Instructional Support Lab is located Brooks Hall. The scheduled hours of operation are posted for student convenience and may vary by semester to accommodate the largest possible number of students. Faulkner students are encouraged to become acquainted with the lab early in the semester so that the maximum use can be made of the services available. All services with the exception of CLEP testing are free of charge.

112.0 Governance

Faulkner is a private university founded on nondenominational Christian principles. Faulkner is governed by a self-perpetuating Board of Trustees. The Board of Trustees serves Faulkner by providing the guidance and resources required by the administration to fulfill the institution's mission. Faulkner maintains an affiliation with the nondenominational Churches of Christ through its Board of Trustees, administration, and faculty.

112.1 Shared Governance

The faculty and administration of Faulkner University affirm their belief in the process of shared governance both as a principle and an animating spirit of our institution. Shared governance involves faculty and administration participating mutually in the development of policies at the departmental, college, and university levels. Faculty therefore have a role in developing policies including, at the appropriate levels, strategic planning; academic and curricular policies; committee establishment and appointments; selection and retention of academic unit leaders; review and revision of the shared governance process; and faculty personnel actions including hiring and evaluation of faculty. As used here, "policy" is understood to

include guiding and governing principles and any applicable procedures, instructions, or forms developed along with the principles.

In pursuit of clarity and to provide ready access for faculty and administrators, these policies shall appear on the respective departmental, college, and university web sites and be available in print in the respective departmental, college, and university offices. In consultation with the chair and full-time faculty in each department, each dean should verify the existence of, review, and when necessary, initiate revision of departmental policies to confirm their consistency with college and university policies.

All faculty and administrators have the responsibility to be aware of the written policies of their respective departments and colleges, and of the University, as well as those of the Board of Trustees.

The faculty has the responsibility to preserve, generate, transmit, and apply knowledge and understanding and to foster and support the vital spirit of open inquiry and critical thinking.” Among items over which faculty have jurisdiction include but are not limited to “setting minimal general degree requirements for the university,” “setting minimal university admission standards,” “establishing curricula; reviewing existing programs,” establishing grading systems and grade-appeal procedures; setting academic policies concerning withdrawal, suspension, retention, repeating courses, academic classification, continuation in residence, and class attendance of students; setting examination policies;” and “establishing policies and standards for the granting of academic credit,

113.0 Planning at Faulkner

In support of the values and beliefs of the institution, institutional planning seeks to facilitate and coordinate the development of ideas and programs, provides a process to determine institutional priorities that are mission centered, focuses the energies and resources of the institution toward the accomplishment of goals, and documents the status of those endeavors. The administration is convinced that if positive change is to continue it will be because of the collective attitudes and efforts of the entire institution. Although schedules and forms exist, planning is not intended to be one of specifics, reports, and directives, but rather a management style, centered on people, processes, and the integration of those ongoing activities toward the accomplishment of the stated mission of Faulkner University.

113.1 Executive Council

The *Executive Council* is comprised of the following:

- President
- Vice President for Academic Affairs
- Vice President for Finance
- Vice President for University Advancement
- Vice President for Student Affairs
- Vice President for Extended Services

113.2 President's Cabinet

The *President's Cabinet* is comprised of the following:

- President
- Vice President for Academic Affairs
- Vice President for Finance
- Vice President for University Advancement
- Vice President for Student Affairs
- Vice President for Extended Services
- Dean of Arts & Sciences
- Dean of Business
- Dean of Biblical Studies
- Associate Dean of Biblical Studies
- Dean of Jones School of Law
- University Legal Counsel
- Director of CARE
- Director of Human Resources
- University Registrar
- Faculty Cabinet Representative

113.3 Academic Cabinet

The *Academic Cabinet* is comprised of the following:

- President
- Vice President for Academic Affairs
- Dean of Alabama Christian College of Arts & Sciences
- Dean of Harris College of Business and Executive Education
- Associate Dean of Harris College and Business and Executive Education
- Dean of V.P. Black College Biblical Studies
- Associate Dean of V.P. Black College of Biblical Studies
- Director of CARE

113.4 Attributes of the Planning Process

Planning must facilitate the ongoing management of this institution. The process must provide the focus and structure necessary to encompass the entire spectrum of management from strategic planning, to operational planning, annual budget building, and monitoring and evaluation. The process must recognize and accommodate both external and internal environmental forces.

Emphasis is on a management process, not a written plan. Schedules and documentation exist, but planning is considered to be more of a management mentality rather than a paper product.

There is a deliberate consideration of the campus culture in the decision-making process.

The strategic process is designed to respond to issues both current and future in a timely fashion, to be pragmatic and flexible. It does not exist as an entity unto itself.

Other major institutional management activities are accommodated and integrated: assessment of institutional effectiveness, composition of the student body, acquisition and utilization of facilities, and implementation of technology in learning and administration.

The planning process itself is regularly evaluated for effectiveness and need of revision.

113.5 Planning Process

Institutional planning at Faulkner involves relationships between goals, plans, programs, budgets, and evaluation on a continuous basis.

Several basic assumptions and principles form the basis of this process:

The success of a planning process depends on the active support of the President and the vice presidents, who must demonstrate support for the planning process by working with and within that process.

The budget cycle at Faulkner is presently based on a 12-month fiscal year. Key steps in the planning process must be designed to coincide with a university calendar. Development time for specific plans, programs, and budgets, however, is not limited to 12 months.

The ability to generate worthwhile projects and activities will always exceed the ability to fund them; therefore, selection and development of priorities are integral parts of planning.

Rational decisions concerning choices between alternative projects cannot be made without clearly defined institutional goals. Universal agreement on actual priorities is not as important as a clear understanding of what the priorities are.

Establishing institutional priorities is ultimately the responsibility of the President, who should, however, seek input from other sectors of the campus. The responsibility for implementing the priorities rests with administrators, the faculty, the staff, and the entire campus community.

A successful planning process ensures that budget allocations are responsive to plans and programs and that departments and colleges are accountable for the implementation of plans.

The Southern Association of Colleges and Schools (SACS) serves as the general institutional accrediting agency. SACS has a 10-year cycle of accreditation involving a quality enhancement plan which is validated by a visiting committee. The methodology involves the assessment of institutional effectiveness. Procedures to evaluate the planning process should take this methodology into account.

113.6 Faculty Committees

Much of the work of the Faulkner University Faculty is organized into committees established to involve the faculty in curricula. A list of standing committees and their functions are provided in this section. Each college or school may also establish faculty committees to address issues relevant to that entity. A record of committee members is maintained by the Vice President for Academic Affairs. When

committees are appointed, the Vice President for Academic Affairs will immediately appoint an interim chair. All faculty committees will have by-laws posted in Outlook. All by-laws must be approved by the faculty and ratified by the academic deans.

Center faculty participate in committees where appropriate. Committee reports and recommendations are presented in faculty meetings and submitted for consideration by the President's Administrative Cabinet as deemed appropriate. A file containing minutes of all university faculty meetings is maintained in the office of the Vice President for Academic Affairs.

The President or Vice President for Academic Affairs may also appoint faculty members to serve on ad hoc committees.

113.6.1 Cabinet of Deans

The Cabinet of Deans shall have basic responsibility for coordination of the academic program for the entire university system. This includes oversight of academic administration, curriculum control, and implementation of academic policies throughout the main campus programs and all extended education programs of Faulkner University.

113.6.1.1 Functions of the Cabinet of Deans include the following:

- Assure that all academic programs in all of the colleges/schools and locations are consistent with the university's statement of purpose.
- Coordinate all extended education programs with the main campus academic programs.
- Recommend revisions in existing programs, and maintain effective oversight in the development of any new programs, evaluate any proposed new programs, and exercise leadership in assuring that the quality of education is not allowed to be diminished by overtaxing the resources of the university.
- Provide a forum for exchange of ideas and facilitate understanding among the academic leadership of all academic operations of the university to assure that harmony prevails among the many facets of academic administration for the university.
- Study the impact of any proposed change made by any college/school of the university upon the other colleges/schools of the university in order to facilitate steady but reasonable development of the various programs and academic units of the university.
- Conduct research of current practices and trends in higher education, present and future needs of its various publics, and any other specific areas it considers relevant to the purposes of higher education at Faulkner University.
- Maintain ongoing evaluation of the total learning environment of all academic elements of the university.

113.6.1.2 The Cabinet of Deans is comprised of the following members by virtue of the offices held:

- Vice President for Academic Affairs of Faulkner University.
- The dean and associate dean of each college of the university.
- Invited participants (invited or approved by the chair).
- The Vice President for Academic Affairs will chair the committee.

113.6.1.3 Meetings of the Cabinet of Deans are scheduled to meet as deemed necessary by the Vice President of Academic Affairs.

113.6.2 University Curriculum Committee

The purpose of the University Curriculum Committee is to evaluate, develop and coordinate the curriculum throughout the university. The University Curriculum Committee shall be assisted in carrying out its duties by those college/school and/or departmental committees deemed necessary by the appropriate dean.

113.6.2.1 The functions of the University Curriculum Committee include the following:

- To review bi-annually all course offerings and to make recommendations for deletions or revisions of any courses not being offered or which are not in direct support of the curricula.
- To consider requests for changes in the curriculum, if affirmatively recommended by the department chair and/or the dean of the college.
- To review the syllabi of proposed courses.
- To maintain currency in the listing of course offerings by deleting unneeded courses from the curricula.
- To prevent proliferation of courses.
- To assist in assigning numbers for courses.
- To help evaluate the effectiveness of course offerings.
- The University Curriculum Committee shall report all action to the faculty. All recommendations by the University Curriculum Committee must have the approval of a simple majority of those faculty members present at a regularly scheduled monthly faculty meeting. The recommendation then goes to the Administrative Cabinet for consideration.

113.6.2.2 The University Curriculum Committee is comprised of the following members:

- The chair of each academic department in the undergraduate program.
- The directors of the centers.
- The Director of Libraries or their representative.
- The dean of each college.
- *Ex Officio* members: The Registrar, the Vice President for Academic Affairs, the Vice President for Extended Education Services, and one student selected by each college/school.

113.6.2.3 Each college/school shall have one collective vote on the committee cast in accordance with the wishes of the majority from that college/school.

113.6.2.4 The chair is chosen by the committee to serve a two-year term; elections will take place in the spring of the second year. The position will rotate among colleges in the undergraduate program.

113.6.2.5 The committee will meet at least one time each fall and spring semester.

113.6.3 University Faculty Affairs Committee

The purpose of the Faculty Affairs Committee is to review and recommend policies concerning general faculty welfare.

113.6.3.1 The attentions of the committee are directed at the following matters of faculty welfare:

- Teaching load
- Tenure
- Salary schedule
- General faculty welfare and morale

113.6.3.2 The Faculty Affairs Committee is comprised of six members elected by the faculty for staggered terms of two years each. At least one member must be from the centers. Only regular full-time faculty members may serve on this committee.

113.6.3.3 The chair of the committee is chosen by the committee at the first meeting of each academic year.

113.6.3.4 The committee will meet at least one time each fall and spring semester.

113.6.4 University Faculty Development Committee

The purpose of the Faculty Development Committee is to provide and coordinate opportunities for the professional development of the faculty. It plans, directs, and coordinates programs to improve the academic capabilities of each faculty member.

113.6.4.1 The functions of this committee include the following:

- To provide for the orientation of new faculty members.
- To assist in planning the faculty conferences.
- To direct faculty development sessions.
- To provide information and encouragement to instructors relative to improvement through additional education, membership in professional organizations, workshops, institutes, seminars, etc.

113.6.4.2 The Faculty Development Committee is comprised of the following members:

- A representative of each academic department of each college/school to serve for a term of two years.
- Ex Officio members: The Vice President for Academic Affairs and the dean of each college/school of the university.

113.6.4.3 The chair of this committee is chosen by the committee at the first meeting of each academic year.

113.6.4.4 The committee will meet at least one time each fall and spring semester.

113.6.5 University Promotion and Tenure Advisory Committee

The purpose of the Promotion and Tenure Advisory Committee is to assist the administration in screening faculty who are eligible to be considered for promotion in rank or tenure.

113.6.5.1 The functions of the Promotion and Tenure Advisory Committee include the following:

- To review the credentials of faculty members being considered for promotion in rank.
- To evaluate faculty members who are being considered for promotion in rank based on the criteria set forth in section 210.0 of this Handbook.
- To report its recommendations on faculty members being considered for promotion in rank to the Vice President for Academic Affairs.
- To review the credentials of faculty members being considered for tenure.
- To evaluate faculty members who are being considered for tenure based on the criteria set forth in section 210.0 of this Handbook.
- To report its recommendations on faculty members being considered for tenure to the Vice President for Academic Affairs.

113.6.5.2 The Promotion and Tenure Advisory Committee is comprised of the following members:

- Two faculty members selected annually by the President from a pool of four faculty members elected by the faculty, with at least one being tenured.
- Two faculty members selected annually by the President from a pool of four faculty members appointed by the Vice President for Academic Affairs, with at least one being tenured.
- The chair of the applicant's department. The dean shall appoint a replacement if the Chair is the applicant or related to the applicant.
- The dean of the appropriate college/school.

113.6.5.3 The Vice President for Academic Affairs will chair the committee but will not be a voting member.

113.6.5.4 The committee meets when called by the chair as need arises.

113.6.6 University Faculty Grievance Committee

The purpose of the Faculty Grievance Committee is to facilitate the investigation and promote fair consideration of issues in the event of a faculty grievance.

113.6.6.1 The functions of the Faculty Grievance Committee are generally described above in section 223 of this Faculty Handbook.

113.6.6.2 The Faculty Grievance Committee is comprised of the following members:

- Two faculty members from each of the colleges/ schools of the university, elected for one year terms by the appropriate faculty of each college.
- Two members elected from the Faculty Affairs Committee.
- The chair of the Faculty Affairs Committee, who shall serve as chair of the committee.

113.6.6.3 The committee shall be notified if it is to hold any hearing. The chair will give written notification to the members of the date, time, and place of any hearing the committee is to conduct.

113.6.7 Institutional Research Board

The purpose of the Institutional Review Board for Research is to facilitate the scholarship of faculty and students; promote the Christian character and mission of the institution in the scholarship of faculty and students; ensure integrity and ethical conduct in research, and; ensure that research practices minimize risk to subjects, both human and non-human, and that potential benefits from research activities are maximized.

The University and the Institutional Review Board for Research have established procedures and guidelines for research conducted by Faulkner University faculty, staff and students. Faculty, staff, and students should carefully review the IRB's policies, procedures, and timelines prior to engaging in any research activities. These policies are available via Outlook.

113.6.8 University Library Committee

The purpose of the Library Committee is to determine the needs of the library services and recommend policies concerning development.

113.6.8.1 The functions of the Library Committee include the following:

- To promote the collection of books and periodicals in each field of study and an adequate collection of general materials and equipment *so* that the library services will reflect the philosophy, purposes, and curriculum of the university.
- To maintain a continuing study of the needs of the libraries, to make recommendations concerning their needs, and to work with the librarians on the allocation of funds for acquiring needed materials.
- To recommend policies relative to use of the library services and cooperative use of regional educational, public and corporate library services.

113.6.8.2 The Library Committee is comprised of the following members:

- One member from each department of each college/school.
- Two upper division student members from each college/school selected annually by this committee.
- One member from each center.
- *Ex Officio* members: The Vice President for Academic Affairs, the dean of each college/school, the Director of Libraries, and the director of Jones School of Law Library.

113.6.8.3 The chair of the committee is chosen by the committee at the first meeting of each academic year.

113.6.8.4 The committee will meet at least one time each fall and spring semester.

113.6.9 University Committee on Committees

The purpose of the University Committee on Committees is to serve as a screening and nominating committee to provide a slate of qualified nominees for elective positions on standing committees as provided for in the *Faculty Handbook*.

113.6.9.1 Membership of this committee shall be comprised of five members of the full-time faculty appointed on or before fall by the Vice President for Academic Affairs to serve for the forthcoming academic year. The first person on the slate of appointees named by the Vice President for Academic Affairs shall be Chair of the committee.

113.6.9.2 The functions of the University Committee on Committees include the following:

- Prior to the second meeting of the University Faculty in the fall semester, this committee shall meet to prepare a tentative list of nominees for all elective positions to be filled on all University Standing Committees as provided for in the *Faculty Handbook*.
- This committee shall determine that all candidates for all elective positions to be filled on all University Standing Committees positions are qualified to serve in such capacities prior to presenting a slate of nominees to the University Faculty for consideration. This may include interviews with potential nominees as to willingness and/or qualification to serve if elected to such positions.
- The Chair of this committee shall present a slate of nominees for all elective positions to be filled on all University standing committees as provided for in the *Faculty Handbook* at the second meeting of the University Faculty in the fall semester. Nominations may be permitted from the floor by majority approval of the voting members of the faculty present and voting. All candidates must be elected by a majority vote of the voting members of the University Faculty constituting the meeting.

113.6.10 University Honors Committee

The purpose of the University Honors Committee is to plan the Honors Day Convocation.

113.6.10.1 The functions of the University Honors Committee include the following:

- To review the criteria for all Honors Day awards and make recommendations to the faculty.
- To plan the Honors Day Convocation.
- To assist with commencement ceremonies.

113.6.10.2 The Honors Committee is comprised of the following members:

- Five faculty members appointed by the Vice President for Academic Affairs. The appointments shall be staggered to insure continuity on the committee.

- *Ex Officio* members: The Registrar, the Vice President for Academic Affairs, and the Director of Student Activities.

113.6.10.3 The Chair is appointed by the Vice President for Academic Affairs.

113.6.10.4 The committee meets on a regular basis.

113.7 University Committees

University committees serve all sectors of the university, including the student body, faculty, staff and administration. These committees include members from all specters of the university, including extensive faculty representation.

113.7.1 University Admissions Committee

The purpose of the Admissions Committee is to review and recommend policies concerning admissions

113.7.1.1 The functions of this committee include the following:

- To review and make recommendations concerning the admissions policy of the university.
- To meet in special session to consider and make recommendations concerning admissions cases involving exceptions to University policies.
- The Committee will meet at least once each fall and spring semester.

113.7.1.2 The Admissions Committee is comprised of the following members:

- The Director of Admissions.
- The Dean of Students.
- A faculty representative from each of the undergraduate colleges, appointed by the respective college dean.
- The university registrar.
- The Director of Financial Aid.
- The Director of Great Books Honors College.
- *Ex Officio* members: The Vice President for Academic Affairs, the Vice President for Student Services, and the Vice President for Extended Educational Services.

113.7.2 University Athletics Committee

The purpose of the Athletics Committee is to study and recommend policies related to the academic integrity of intercollegiate athletics as well as the academic and personal wellbeing of student athletes. The Committee is responsible for ensuring that athletic policies and procedures are consistent with the university's academic mission.

113.7.2.1 The functions of the Athletics Committee include the following:

- To encourage faculty support of intercollegiate athletics.
- To recommend policy changes in regard to intercollegiate athletics.

113.7.2.2 The Athletics Committee is composed of the following members:

- Three faculty members elected by the faculty for staggered terms of two years each.

- Two students appointed annually by the Student Government Association.
- *Ex Officio* members: The Athletic Director, Vice President for Academic Affairs, and the Vice President for Student Services.

113.7.2.3 The committee will meet at least one time each fall and spring semester.

113.7.3 University Chapel Committee

The purpose of the Chapel Committee is to make recommendations in regard to the daily chapel program.

113.7.3.1 The functions of the Chapel Committee include making recommendations in regard to the following:

- Daily devotional.
- Opportunities for hearing guest speakers chosen to enhance the spiritual, intellectual, cultural, social, and development functions of the university.
- Opportunities for administrative personnel and faculty to speak to the student body.
- Opportunities for students to participate in leadership roles.
- Opportunities for clubs and organizations to present programs.

113.7.3.2 The Chapel Committee is comprised of the following members:

- Two faculty members selected by the faculty for staggered terms of two years each.
- One faculty member chosen by the Vice President for Academic Affairs for a term of two years.
- One faculty member from the Bible Department appointed by that department for a term of two years.
- Two students—One selected by the Vice President for Academics and the other is selected by members of the Student Government Association.

113.7.3.3 The chair is chosen by the committee at the beginning of the new academic year.

113.7.3.4 The committee will meet at least one time each fall and spring semester.

113.7.4 University Scholarship Committee

The purpose of the Scholarship Committee is to make recommendations to the Administrative Cabinet relative to the development and distribution of scholarships.

113.7.4.1 The functions of the Scholarship Committee include the following:

- To recommend the number, amount, type and distribution of scholarships to be awarded each year.
- To establish criteria for the awarding and continuance of the scholarship program.
- To hear special requests for scholarships not covered by regularly established policy.
- To work with the Office of Student Services and the Office of University Relations in publicizing the availability of scholarships.

- To investigate all available sources for additional scholarship funds.
- To encourage funding for scholarships.

113.7.4.2 The Scholarship Committee is comprised of the following members:

- A faculty member selected by each college.
- One faculty member selected by the combined university faculty.
- The Athletic Director
- *Ex officio* members: The Director of Financial Aid, the Registrar, the Vice President for Academic Affairs, Director of Admissions, and a representative of the Office of University Relations.

113.7.4.3 The chair is chosen by the committee at the first meeting of each academic year.

113.7.4.4 The committee will meet at least one time each fall and spring semester.

113.7.5 University Student Welfare Committee

The purpose of the Student Welfare Committee is to conduct hearings and make decisions relative to student discipline in accordance with the procedures outlined in the *Student Handbook*.

113.7.5.1 The functions of the Student Welfare Committee are as follows:

- To initiate investigations of alleged student misconduct.
- To conduct hearings in disciplinary cases.
- To determine disciplinary action to be taken, within the limits outlined in the *Student Handbook*, for students guilty of rule or regulation infractions.
- To make a complete ruling, leaving no penalty options to faculty and staff.

113.7.5.2 The Student Welfare Committee is comprised of the following members:

- One faculty member selected by the Vice President for Academic Affairs.
- Two faculty members, one male and one female, selected by the faculty for staggered terms of two years each.
- Two students selected annually, one by the Vice President for Student Services and one by the Vice President for Academic Affairs.
- *Ex Officio* members: Dean of Students, Vice President for Academic Affairs, and Vice President for Student Services.

113.7.5.3 Guests *may* be invited to give input because of their personal knowledge of the student.

113.7.5.4 The chair is appointed by the Vice President for Academic Affairs.

113.7.5.5 The committee meets when called by the chair as need arises.

113.7.6 Benefits Committee

The purpose of the Benefits Committee is to review and recommend benefits for eligible faculty/staff of the University. The committee is made up of three faculty members and two staff members. *Ex officio* members include the Vice President for Finance and the Director of Human Resources.

- 113.7.6.1** The attentions of the committee are directed at the following matters of faculty/staff fringe benefits:
- Insurance
 - Retirement
- 113.7.6.2** The Benefits Committee is comprised of five members elected by the faculty for staggered terms of two years each. At least one member must be from the centers. Only regular full-time faculty members may serve on this committee.
- 113.7.6.3** The chair of the committee is chosen by the committee at the first meeting of each academic year.
- 113.7.6.4** The committee meets as needed or when called by the Chair, President, or Director of Human Resources.

Section 200: Faculty

201.0 General Considerations

Faculty members have a duty to honor their contractual obligations to the University and to be aware of and fulfill their professional obligations.

202.0 Professional Standards

Faculty are teacher-scholars, participants in the shaping of university policies, and citizens. Faculty have rights and responsibilities in these capacities which are closely interrelated. In each capacity their conduct has an impact upon students, other faculty and staff, and upon the academic and general reputation of the University. This statement, without purporting or attempting to provide a complete code of faculty conduct, sets forth rights and responsibilities of faculty.

Faculty responsibilities include ALL of the following:

- Instructional duties
- Academic advisement duties
- Institutional duties
- Professional service and development
- Spiritual service and development

203.0 Faculty as Teacher-Scholars

The faculty's professional and moral right to teach rests upon mastery of their subject and/or competent scholarship. They have an obligation to keep abreast of main currents in their fields.

The principles of academic freedom entitle them to the privilege of organizing their subject matter in such ways and presenting it by such methods as, in their considered judgment, will have optimum value for their students, subject to such guidelines as are reflected in the departmental, college, and other faculty policies and subject to the obligation to require an amount and quality of work from their students which justify the course credit accorded.

They are obligated, in general, to present the preannounced subject matter of their courses, and they should rarely inject irrelevant material.

They should allow their students the freedom of inquiry that they demand for themselves, should make them aware of viewpoints differing from their own, should carefully distinguish between fact and opinion, and should never require agreement on debatable matters as the price of academic success. They should encourage their students to develop the capacity for critical judgment and to engage in a sustained and independent search for truth in and out of the classroom.

Faculty should place high priority in allotting time to students. University policy mandates a minimum of ten (10) hours per week of scheduled office hours. These hours must be posted on the faculty member's door and in every syllabus.

They have a duty to provide promptly such evaluation of the work of each student as required by relevant faculty policies.

This evaluation must be based upon academic performance professionally judged and not upon such irrelevant matters as personality, sex, race, religion, degree of political activism, or personal beliefs. The arbitrary assignment of a fixed percentage of students to each grade level is an unacceptable practice.

They have an obligation to respect the rights of students, including, in the absence of exceptional circumstances, an obligation to respect student confidences shared with them.

They have the right to pursue any research or artistic endeavor that they deem to have potential value, subject to appropriate safeguards where the research involves the physical well-being, mental processes, or confidences of living persons. Because open access to knowledge is one of the foundations of a university, at an appropriate time the results of university research should be made available to society for appraisal and use.

203.1 Faculty as Participants in the Shaping of University Policies

Faculty members have a duty to defend academic freedom whenever and from whatever source threats against it arise.

They are obligated to do their part in maintaining an atmosphere in which violations of academic and personal rights are unlikely to occur and in developing policies by which their rights are assured.

They have a right to criticize and to seek alteration of both academic and non-academic university regulations and policies, whether or not they are directly affected; they also have an obligation to adhere to established university regulations and policies which apply to them.

They must be aware that changes in our society require constant re-examination of the functions of the University and of the manner in which a university carries out its functions.

204.0 Desired Attributes of Faulkner Faculty

All Faulkner faculty should exhibit the following characteristics. In addition to specific criteria set for each discipline, the University will seek to recruit new faculty with these attributes in mind:

- As a private, Christian university affiliated with the nondenominational Churches of Christ through its Board of Trustees, administration, and faculty, the University shows preference in hiring for faculty who are active members of Churches of Christ.
- Commitment to excellence in teaching and learning (as evidenced by seminar/presentation during campus visit with students present)
- Promise of productive scholarship consistent with the teacher/scholar model
- Commitment to professional service within the University and beyond
- Technological literacy and a commitment to using technology in teaching and scholarship
- Experience with, or interest in, working in diverse academic and professional communities

- Ability to contribute to a positive work environment in the department, college, and University
- Commitment to recruiting, advising, retaining, and mentoring qualified students
- Understanding of, and commitment to, the strategic goals of the department, college, and University
- Competent and qualified

Faulkner University seeks a competent and diverse group of faculty.

205.0 Academic Freedom

Academic freedom is the right of members of the faculty to freely study, discuss, investigate, instruct, conduct research, publish or administer as appropriate to respective roles and responsibilities.

- 205.1** The basic justification for freedom in instruction at Faulkner University arises from the needs of its students. It is the student's right to learn the complete truth about the subject he/she studies, and he/she is privileged to think without restraint about problems that arise in his studies. This freedom should never be denied the student.
- 205.2** This freedom necessitates a corresponding freedom to instruct by members of the faculty. However, it must be remembered that all instruction must be disciplined in expression and action to remain consistent with the purpose of the institution as a Christian university of the churches of Christ.
- 205.3** The university will impose no limitations upon the freedom of the faculty in the exposition of the subject matter taught either in the classroom or elsewhere, but it is expected that each faculty member will use discretion and good judgment. It is expected also that each faculty member will consider himself/herself morally bound not to introduce into his teaching controversial matters which have no relation to his/her subject or which are at variance with the commitment of the university to its Christian historical and theological roots.
- 205.4** The university recognizes that each faculty member is a citizen, a member of a learned society and a representative of an institution of higher education. When a faculty member speaks or writes as a citizen, he is entitled to the same freedom and subject to the same responsibilities as any other citizen, but his position as a member of the faculty of Faulkner University, a Christian university, imposes special obligations. As a faculty member, he should realize that the public may judge his profession and the university by his statements and actions. Therefore, a faculty member should at all times use appropriate restraint, show respect for the opinions of others, and make it clear that his representations are personal and that they do not necessarily represent the university.

206.0 Faculty Evaluation

206.1 Criteria for All Types of Faculty Evaluation

The criteria described below, along with the Faculty Attributes in section 204.0, apply to all types of faculty evaluation described in section 206.0 of this *Handbook*. Evaluators of faculty at all levels shall seek evidence of sustained effort, involvement, and record of achievement. Accomplishments which have enriched the student

learning experience are valued most. The entire body of work submitted by candidates shall be considered, though the most recent work shall be afforded greater consideration by the deliberating bodies at each level of evaluation. At Faulkner, the four criteria of superior teaching, outstanding service to the institution, academic achievement, and professional growth and development are expressed as the three criteria of teaching, scholarship, and service, with professional growth and development considered among these three. The following standards, articulated by Charles E. Glassick, Mary Taylor Huber, and Gene I. Maeroff in *Scholarship Assessed: Evaluation of the Professoriate* (San Francisco: Jossey-Bass Publishers, 1997, p. 36) shall be applied where appropriate to each area of evaluation: clarity of goals, adequacy of preparation, appropriateness of methods, significance of results, effectiveness of presentation, and evidence of reflective critique.

While the manifestations of faculty achievement may vary across disciplines, the qualities represented in these criteria and in the Faculty Attributes shall be the predominant basis for evaluation and shall be reflected in college and departmental governance documents.

206.1.1 Teaching

A demonstrated record of superior, effective teaching is the first and most important area of evaluation. Superior teaching is reflective, student-centered, respectful of the diversity of students, adapted to various learning styles, and focused on student learning outcomes. Teaching represents professional activity directed toward the dissemination of knowledge and the development of critical thinking skills. Such activity typically involves teaching in the classroom or laboratory.

Teaching activities also include the development of new courses, programs, and other curricular materials, including the development of online courses. Judgments of the quality of teaching activities are based on measures such as examination of course syllabi and other course materials, peer evaluations when available, critical review and dissemination of teaching products, performance of students in subsequent venues, follow-up of graduates in graduate school or in their employment, and student ratings of instruction.

All faculty members with teaching responsibilities are expected to be effective teachers, to demonstrate a level of teaching performance commensurate with their rank and experience, and to make substantive contributions to the overall instructional effectiveness of the academic programs in which they have assigned duties.

206.1.2 Scholarship

Faulkner is primarily a teaching institute. However, scholarship is encouraged. Grants and release time for scholarship projects may be requested through the Institutional Research Board.

All tenured and probationary faculty members at the assistant professor level or higher are expected to engage in an ongoing program of research, publication, creative activity, and scholarly effort appropriate to their appointment, discipline,

and specialization. Although there are numerous ways for faculty to establish an outstanding, continuing record of productive research, publication, creative activity, and scholarly achievement, each tenure-earning faculty member and member of the graduate faculty is expected to publish articles in refereed journals (or the equivalent in the case of the creative, visual, or performing arts) in his or her discipline. Consideration is given to all appropriate types of original scholarship and scholarly effort, creative effort, and professional activity relevant to the faculty member's discipline. Examples of such activities include publication of books and book chapters, papers published in proceedings of professional meetings, juried or reviewed exhibitions and performances, papers presented at professional meetings, membership on editorial boards, research contract and grant activities, any other types of scholarly publications, creative efforts, and professional activities that contribute to the candidate's field of specialization and/or to the University's mission.

206.1.3 Service

Faculty are expected to make service contributions to their professions, local church and to the institution. Service at the department/school, college, and university levels is essential to the well-being of the University. Service includes the application of one's expertise in the discipline for the benefit of a professional organization, the community, or the institution. Service also includes the academic advisement of Faulkner University students. Additionally, service may include work in schools, businesses, museums, social agencies, government, or the like, as well as activities undertaken on behalf of the University that do not entail systematic instruction, such as manuscript reviewing and the design and development of professional conferences. Consulting shall be designated as paid or unpaid.

206.2 Evaluation of Non-Tenured, Tenure Track Faculty and Non-Tenure Track Faculty (Excluding Full-Time Temporary Faculty)

The maximum probationary period for a newly employed non-tenured, tenure track faculty member is seven years. At the end of the sixth year, a decision is made as to whether the seventh year contract will be a terminal one or will lead to a promotion in the case of instructors or tenure in the case of the other ranks. Each year of the probationary period, non-tenured, tenure track faculty are evaluated. Following the evaluation, the faculty member is notified by March 1 whether a contract will be offered for the following year.

The section on promotion and salary increases in this Faculty Handbook indicates the general criteria used in faculty evaluations.

The following information concerning faculty evaluation provides an overview of the kinds of faculty evaluations that are currently made, lists the various types of evaluations, and suggests a schedule of dates for the completion of each. The actual development of procedures for each kind of evaluation is the responsibility of the faculty and academic administration. In all university evaluation procedures, policy requires that the criteria and procedures be put in writing. Emphasis is placed upon:

- doing necessary tasks positively and constructively;
- clarifying procedures, results, and recommendations;
- determining specific procedures for each type at the most reasonable level, i.e., department or school or college; and
- attempting to foster a climate of professional collegiality rather than one of employer/employee or management/labor.

206.3 Types of Evaluations

Each faculty member is evaluated annually to ensure effective performance and facilitate improvement. Evaluations include student evaluations completed each fall and spring semester as well as self-evaluations and evaluations completed by one's direct supervisor.

206.4 Schedule for Completion of Evaluations

206.4.1 Annual Evaluations

1. Faculty evaluations
 - a. Faculty submit materials to the department chair in early January.
 - b. The department chair meets with each faculty member during February and March.
2. Evaluations of non-tenured, tenure track faculty and non-tenure track faculty for purposes of determining continuation for the next academic year must occur prior to the notification date. Non-tenured faculty will be evaluated by their department chair/director annually.
3. Students evaluate faculty during fall and spring semesters. Faculty members are encouraged to review these evaluations after student grades have been posted in order to gain insight into student perceptions of the faculty member's instruction.

206.5 Procedures for Faculty Evaluations

The following guidelines relate to different aspects of faculty evaluation.

206.5.1 Criteria in all evaluations

The major criteria to be considered in both qualitative and quantitative terms are those specified for promotion by the Board of Trustees: teaching, service to the institution, academic achievement, and professional growth and development.

At Faulkner, these four are combined as the three criteria of teaching, scholarship, and service. Policy also states "effective advisement shall be credited toward retention, tenure, and promotion. It shall be a specific topic of faculty evaluation"

206.5.2 Evaluation Description Schedule

206.5.2.1 Annual Review

A review of the performance and achievements of each faculty member as related to the faculty member's stated objectives and goals for the year.

- Faculty submit a report of their professional activities to the department chair by early October.

- Department chairs conduct annual faculty reviews in February and March.
- All faculty receive notification by March 1 whether a contract will be offered for the following year.

206.5.2.2 Tenure

A comprehensive review of the performance and achievements of non-tenured, tenure-track faculty members conducted in the sixth year of the probationary period for consideration of the award of tenure.

- Deans submit tenure reviews to the Vice President for Academic Affairs in early September.
- Tenure review at the university level completed by the end of September.
- Favorable tenure reviews are recommended to the President by October 1.
- If approved by the Board, tenure is effective immediately.
- If review is unfavorable, a nonrenewal letter may be issued to the faculty member no later than February 28 of the following year.

Tenured faculty will be evaluated every three years.

Adjunct and temporary faculty will be evaluated every term of employment not to exceed more than one per calendar year.

206.5.2.3 Promotion

A comprehensive review of the performance and achievements of non tenured and tenured faculty members for consideration for promotion to the next higher rank.

- Deans submit promotion reviews to the Vice President for Academic Affairs in early March.
- Promotion review at the University level by the end of April.
- If approved, promotion is effective August 1st.

206.5.2.4 Criteria for Promotion

- Evidence of membership in, and active involvement in the work of, a local congregation of the Church of Christ.
- Student Evaluation of Instructor as per Faculty Handbook section 206. Evaluations must demonstrate superior teaching practices.
- Supervisor Evaluation of Instructor as per Faculty Handbook section 206. Evaluations must demonstrate above average or superior abilities.
- Evidence of involvement in university-wide events as per Faculty Handbook.
- University service as faculty representative on committees, councils or sponsoring of student organizations.
- Evidence of professional growth and commitment to staying current in academic area.
- Active engagement in activities to improve quality education, curriculum planning, or workshops to encourage faculty development and teaching.

- Discipline enhancing programs of a professional nature that include membership in professional associations, attendance at professional conferences, seminars, or meetings.
- Tenure will normally be granted only to faculty holding the terminal degree from an accredited institution, but the Vice President for Academic Affairs may waive the terminal degree requirement when it is deemed to be in the best interest of the university. Persons who hold degrees which are permanently recognized as terminal by the Southern Association of Colleges and Schools will be eligible for tenure and promotion to Associate Professor and Professor rank.

206.6 Faculty Evaluation Process

206.6.1 Faculty input and initiative

- Each faculty member is encouraged to provide any information he or she wishes to facilitate the evaluation.
- Either the faculty member or department chair may initiate an evaluation for promotion, but in either case the faculty member provides the supporting material.

206.6.2 Feedback

The department or school chair will discuss the evaluations and the recommendations based upon them, except in cases of nonrenewal, with the faculty member involved. The discussion should be constructive, candid, and future-oriented. In the case of the annual evaluation, the primary purpose is to provide information for the faculty member's professional development, to advise the faculty member of any recommendations made and the basis for the recommendations, and to set professional goals for the faculty member for the coming year. A narrative summary of the evaluation, including recommendations, will be written by the department chair. The faculty member may append his or her written comments to this summary. A copy of the evaluation and comments will be given to the faculty member.

206.6.3 Locus and responsibility

The process of faculty evaluation will be carried out primarily in the department. The chair will direct the evaluation and provide summaries and recommendations to the dean.

206.7 Student Ratings of Instruction

Faulkner conducts written student ratings of instruction to provide information to faculty for their use in the improvement of teaching. Results are also used in faculty evaluation as mandated by University policy. Common items may be supplemented with items selected by individual units and approved at the college level along with open-ended questions. Department chairs return a summary of numerical results and students' written comments to faculty each academic term; original responses are the property of the University. During the implementation of the current instrument, every faculty member is rated in every course each term.

207.0 Annual Reports of Professional Activities

Faculty report their professional activities in early October for the previous calendar year. These reports form the basis for the annual performance evaluation and for department, school, college, and university reports. Faculty indicate assessment of completion of projected outcomes each April.

208.0 Promotion Guidelines

Faulkner approves faculty for promotion based upon University policies. Promotions in rank are based on merit and are not automatic. Promotion applications are considered and recommendations made at the department/school, college, and Vice President for Academic Affairs levels, culminating in an institutional decision at the President's level.

Promotion at Faulkner requires above satisfactory performance in all areas of evaluation, with noteworthy accomplishment in teaching and one of the other two areas. Policy states that there should be appropriate involvement of faculty in making recommendations for promotion.

The difference between successive faculty ranks is primarily one of achievement and professional growth and development. Aspirants to higher ranks are expected to demonstrate progressively more advanced levels of professional maturity, accomplishment, and recognition beyond the boundaries of the University as they are considered for promotion.

At Faulkner the terminal degree or its equivalent is required for promotion to associate or full professor.

208.1 Criteria used in evaluating faculty members for advancement:

- Evidence of membership and active involvement in the work of a local congregation of the church of Christ.
- Student evaluation of Instructor as per Faculty Handbook section 206. Evaluations will be reviewed by the tenure and promotion committee. Instructor evaluations that are substandard (below 75% satisfaction level and below 90% on questions pertaining to academic matters) will not be granted promotion and will be required to provide a written plan to the Excellence in Teaching committee regarding pedagogical changes that will be made by the instructor in order to raise evaluations. Continued failure to improve may result in non-renewal of contract.
- Supervisor Evaluation of Instructor as per Faculty Handbook section 206. Supervisor evaluations must meet or exceed highly qualified levels for past three years.
- Evidence of involvement in university-wide events.
- University service as faculty representative on committees, councils or sponsoring of student organizations.
- Evidence of professional growth and commitment to staying current in academic area. Applicant must demonstrate current participation in field based on publications, presentations and attendance at professional conferences.
- In-service activities that may include in-service activities or talks to improve quality education, curriculum planning, or workshops to encourage faculty development and teaching.

- Discipline enhancing programs of a professional nature that include membership in professional associations, attendance at professional conferences, seminars, or meetings.
- Commitment to the goals and ideals of Faulkner University.
- Recommendation of (1) the Promotion and Tenure Advisory Committee, (2) the appropriate college dean, and (3) the Vice President for Academic Affairs.

209.0 Academic Rank

The following criteria govern the initial assignment of academic rank for a new faculty member. In each case initial academic rank will correspond to the experience step and rank guidelines herein cited.

Each faculty member upon initial employment will be placed on the salary schedule in accordance with the appropriate rank and experience guidelines.

New Faculty may be assigned the rank of "assistant instructor", "instructor" or "assistant professor" for their first year at Faulkner University. Any exception to this policy requires the approval of the Vice President for Academic Affairs and concurrence by the President of the university.

The Vice President for Academics, upon recommendation of the appropriate dean, with the approval of the president, may employ a faculty member at the rank of associate or full professor.

Faculty members, who leave the university for a period greater than one academic year (9 months), other than with an approved leave of absence, if re-hired, will be subject to the academic rank policy on the same basis as any other new faculty member.

A copy of the salary schedule is available from the office of the Vice President for Academic Affairs.

209.1 Full-time and Part-Time Faculty

209.1.1 Full-Time Faculty

Employment as a faculty member for a full academic year (at least a nine-month contract basis) for at least six (6) semester credit hours teaching per semester or the equivalent in teaching, research, public service, and/or administrative responsibilities.

- **Tenure Track**
 - Instructor (See below.)
 - Assistant Professor (See below.)
 - Associate Professor (See below.)
 - Professor (See below.)
- **Non-Tenure Track**
 - Instructor (See below.)
 - Assistant Professor (See below.)
 - Associate Professor (See below.)
 - Professor (See below.)
 - Graduate Assistant (See below.)

209.1.2 Part-Time Faculty

Employment as a contracted adjunct faculty member for a course in an academic term (semester or module) for the provision of instructional services. Adjunct faculty assignments do not qualify individuals as full-time employees of the University.

209.1.2.1 Non-Tenure Track

- Lecturer: a distinguished professional or recognized expert in a field with significant academic, professional, and/or clinical experience
- Adjunct Instructor: an individual academically qualified to provide instruction in a field of study and contracted for a course
- Instructional Aide: an individual academically qualified to provide instruction support services in a field of study and contracted for a course

209.2 Assignment of academic rank upon initial employment

209.2.1 Assignments without rank

It may be necessary to employ a person to teach a class as an adjunct, or graduate assistant without assignment to academic rank. In instances where this occurs, the Vice President for Academic Affairs and the appropriate college dean will define the conditions of employment on a case by case basis.

209.2.1.1 Adjunct

Adjunct faculty are appointed to conduct the teaching of students at the university on a less than full-time basis. Such faculty serve at the discretion of the dean of the school or college. Adjunct faculty are not eligible for tenure or university benefits.

An appointment to the adjunct faculty is normally for one semester. Such appointments are renewable on a semester-by-semester basis.

209.2.1.2 Graduate Assistant

Graduate assistantships provide graduate students with financial resources to assist them in the completion of their degrees. Students who hold assistantships experience educational and professional benefits by fulfilling selected faculty and staff functions that would otherwise be performed by regular faculty and staff members and, in so doing, receive valuable practical experience as they prepare for their careers following degree completion. The responsibilities and benefits of assistantships vary, but, in general, students gain further instruction in knowledge and techniques in their fields; hone their research skills; develop professional skills including leadership and interpersonal effectiveness; and have collegial collaboration with advisors. Two important principles are applied in the selection of students for and placement in assistantship assignments. First, assistantships are seen as filling a need and/or function that advance the University, i.e., there is a job to be done and a graduate student, rather than an undergraduate student, is uniquely qualified to do it. Second, the placement has a genuine educational value for the student relating to the student's chosen area of specialization and/or future professional career goal(s).

A graduate assistant is a student who has been admitted into a graduate degree program at the University or who is studying in graduate level coursework normally taken prior to admission into a degree program. The graduate assistant is a student who, under faculty or administrative supervision, assists in the conduct of the University's overall program, most typically in an academic area, by providing teaching assistance, research or other services.

209.2.2 Assignments with rank

209.2.2.1 Faculty who are employed with the University on a contractual basis of 9 months or more are provided a rank based on individual qualifications.

209.2.2.2 Assistant Instructor (Non-Master's Degree)

A person may, under some circumstances be hired and be assigned the rank of assistant instructor who does not have a masters degree. While this is unusual, there are a limited number of courses that do not require a graduate degree, i.e. remedial courses or lab assistants.

209.2.2.3 Instructor

The requirements for assignment of the rank of instructor upon initial employment are as follows:

- Must have a masters degree from a regionally accredited institution in the academic field or a masters degree with at least 18 graduate semester hours in the academic field.
- Must be assigned to full-time teaching faculty or teaching/administrative faculty.

209.2.2.4 Assistant Professor

The requirements for assignment of the rank of assistant professor upon initial employment are as follows.

- Must have a master's degree in the teaching field or a master's degree with 18 graduate semester hours in the teaching field from a regionally accredited institution.
- Must be assigned to full-time teaching faculty or teaching/administrative faculty.
- Must have at least three years of successful teaching or professional service at a regionally accredited institution of higher learning. Teaching as a graduate assistant is calculated as indicated in 208.2.3.

209.2.2.5 Associate Professor

As noted above, it is the policy of Faulkner University to employ all new faculty members at the rank of assistant instructor, instructor, or assistant professor.

209.3 Years of Experience for Rank and Salary Determination

The "Years of Experience" used in determining faculty rank and salary is calculated as follows:

209.3.1 Full-time College Teaching

Each year of full-time college or university teaching or professional service experience at Faulkner University or any other regionally accredited college or university is counted as one year of experience. A year of full-time university teaching experience is defined as any two semesters with a full teaching load.

209.3.2 Full-time College Teaching -- Less than one year

Full-time college/university teaching experience less than a full year will be counted as a fractional part of a year of experience.

209.3.3 Part-time College Teaching/Graduate Assistantships

University teaching on a part-time basis at an accredited college or university, including graduate assistantships while working on an advanced degree, is credited by unit hour per course taught with 12 semester hours defined as a semester of full-time teaching.

209.3.4 Full-time Teaching below the University level is counted as follows:

- The first three years of such teaching experience are counted on a one-for-one basis for a total of three years teaching experience.
- The next three years of such teaching experience are counted on a one-half-for-one basis for a total of one and one-half years experience.
- All other teaching experience beyond six years is counted on a one-fourth-for-one basis.
- All teaching below the university level must be documented as being in the field for which experience is granted.

209.3.5 Other Experience toward Teaching

Each year of other relevant professional experience that might help prepare a person for university teaching is counted as one-fourth year. Credit may be approved at a higher rate by the Vice President for Academic Affairs.

Under no circumstances shall more than one year of experience be credited for any 12-month period. Full-time, part-time, adjunct, overload, and summer school teaching assignments during any 12-month period, regardless of total hours taught, may not be credited as more than one year of experience.

209.4 All experience must be verified by the Human Resources office of the employing institution. It is the responsibility of the faculty member to request the supporting documentation for all prior experience.

209.5 Diversity Policy

The University Diversity Policy must be followed when hiring all faculty positions.

210.0 Advancement in Academic Rank

Once a faculty member's academic rank has been established, he/she must fulfill all of the requirements for promotion to the next higher rank. The Vice President for Academic Affairs, upon recommendation of the appropriate dean, with the approval of the President, may promote a faculty member to the rank of associate professor without consideration of the terminal degree requirement.

210.1 Assistant Instructor to Instructor

A person who is hired as an assistant instructor may be promoted to the rank of instructor upon acquiring education and experience required for the rank of instructor, and a satisfactory evaluation as per Faculty Handbook section 206.0.

210.2 Instructor to Assistant Professor

Requirements for promotion to Assistant Professor are as follows:

- Evidence of membership in, and active involvement in the work of, a local congregation of the Church of Christ.
- At least three years of full-time teaching experience at Faulkner University as an Instructor.
- Evidence of professional growth and commitment to staying current in academic area.
- A consistent record of satisfactory or above ratings by students and/or supervisor.
- Demonstrate a satisfactory performance in teaching and curriculum planning, in guidance and counseling of students, professional involvement, and participation in the activities of the university.
- Recommendation of (1) the Promotion and Tenure Advisory Committee, (2) the appropriate college dean, and (3) the Vice President for Academic Affairs.
- A clearly established record of commitment to the goals and ideals of Faulkner University.

210.3 Assistant Professor to Associate Professor

Requirements for promotion from Assistant Professor to Associate professor are as follows:

- Evidence of membership in, and active involvement in the work of, a local congregation of the Church of Christ.
- A terminal degree from a regionally accredited institution.
- Eligible for tenure as member of the university faculty, as described in section 212.0 If this catalog.
- A minimum of five years of full-time teaching experience in an accredited college or university, including three years at the rank of Assistant Professor.
- Evidence of professional growth and commitment to staying current in academic area.
- A consistent record of satisfactory or above ratings by students and/or supervisor as appropriate.

- Demonstrate a satisfactory performance in teaching and curriculum planning, in guidance and counseling of students and research needs, professional involvement and participation in the activities of the university.
- Recommendation of (1) the Promotion and Tenure Advisory Committee, (2) the appropriate college dean, (3) the Vice President for Academic Affairs.
- A clearly established record of commitment to the goals and ideals of Faulkner University.

210.4 Associate Professor to Professor:

Requirements for promotion from Associate Professor to Professor are as follows:

- Evidence of membership in, and active involvement in the work of, a local congregation of the Church of Christ.
- The candidate for professor shall have attained authoritative knowledge and reputation in a recognized field of learning and shall have maintained a professional effectiveness of high order through attendance at professional meetings or conferences. Applicants will provide documentation to certify their competence level.
- Terminal degree from a regionally accredited institution.
- Seven years of experience in full-time instructing, research or professional service in an accredited college and at least four years in the rank of Associate Professor.
- Eligible for tenure as a member of the university faculty.
- Evidence of professional growth and commitment to staying current in academic area.
- A consistent record of above satisfactory ratings by students and supervisor.
- Demonstrate above satisfactory performance in teaching and curriculum planning, in guidance and counseling of students and research needs, professional involvement and participation in the activities of the university.
- Recommendation of (1) the Promotion and Tenure Advisory Committee, (2) the appropriate college dean, (3) the Vice President for Academic Affairs.
- A clearly established record of commitment to the goals and ideals of Faulkner University.

211.0 Appointment to Academic Administrative Positions

Recommendations for new academic administrative positions with a school, college, or academic department of the university shall be made to the appropriate dean, who in turn shall recommend the appointment by the Vice President for Academic Affairs.

Recommendation to the position of dean of a school or college shall be made by the Vice President for Academic Affairs to the President. Terms and conditions of all academic administrative appointments shall be specified in a letter of appointment. All appointments will only be approved following demonstrable proof that the diversity plan has been followed.

211.1 Diversity Policy

The University Diversity Policy must be followed when hiring all faculty positions, including department chairs, deans and the Vice President for Academic Affairs.

211.2 Selection Requirements

Persons selected for the position of Dean of a college of Faulkner University must meet all criteria for academic standards set by the Commission on Colleges of the Southern Association of Colleges and Schools.

Persons selected for the position of Dean of a college of Faulkner University must meet all criteria for leadership and Christian reputation established by Faulkner University.

The Vice President for Academic Affairs recommends qualified candidates for the position of Dean of a college to the President. The President reviews the recommendations, and upon concurrence issues a letter of appointment which specifies terms and conditions of the appointment.

Deans of colleges of the university are considered as members of the university faculty and are governed by all applicable provisions of the Faculty Handbook.

211.3 Responsibilities of Deans of Colleges

211.3.1 General and Specific Responsibilities

Deans of major academic units within the university provide academic leadership within the university but have primary responsibility for academic leadership of their particular college. Each dean has these responsibilities for their academic unit:

- Submission of a schedule of classes to the Vice President for Academic Affairs.
- Approval of syllabi and faculty office schedules.
- Approval of textbook selections.
- Evaluation of faculty members.
- Advising students, and supervising the academic advising done by their faculty members.
- Development and control of the curriculum and all academic programs for their academic unit.
- Communication of academic programs of their academic unit to the university and other publics of the university.
- Conduct regular meetings and submit minutes to the Vice President for Academic Affairs.
- Represent the faculty of their academic unit on the Administrative Cabinet.
- Represent the faculty of their academic unit at appropriate professional meetings.
- Recruit suitable faculty for their academic unit in accordance with criteria of the accrediting association and of the university.
- Conduct, or cause to be conducted, assessment of educational outcomes and effectiveness of educational programs of their academic unit.

211.4 Department Chairs and Program Directors

211.4.1 Department chairs and program directors provide academic leadership for faculty teaching in a specific discipline or educational program of a specific college of Faulkner University.

211.4.2 Department chairs will have their teaching load reduced by one class each semester.

211.4.3 Department chairs and program directors have the responsibility for administration of the academic unit over which they are appointed for leadership responsibility. These duties may include, but are not limited to, the following:

- Submit proposed schedules of classes to the appropriate Dean.
- Approve syllabi and faculty office schedules of faculty members of the department or program.
- Make recommendations for the selection of textbooks.
- Evaluate departmental faculty members.
- Advise students, and supervise the academic advising done by departmental faculty members.
- Develop and control the curriculum and all academic programs for the department.
- Communicate academic programs of the department to the university and other publics of the university.
- Conduct departmental meetings and submit minutes to the appropriate school dean.
- Represent the department at appropriate professional meetings.
- Aid in the recruitment of suitable faculty for the department in accordance with criteria of the accrediting association and of the university.
- Conduct, and cause to be conducted, assessment of educational outcomes and effectiveness of the education programs of the department.

211.5 Appointment to the position of Chair of a Department or Academic Program

Persons selected for the position of chair of a department or program must meet all criteria for academic standards set by the Commission on Colleges of the Southern Association of Colleges and Schools.

Persons selected for the position of chair of a department or program must meet all criteria for leadership and Christian reputation established by Faulkner University.

The Dean of a college recommends qualified candidates for the position of chair of a department or academic program, following the search process, to the Vice President for Academic Affairs, who recommends the appointment to the President. The President reviews the recommendation and upon concurrence issues a letter of appointment which specifies terms and conditions of the appointment.

211.6 Department chairs and academic program directors are considered as members of the university faculty and are governed by all applicable provisions of the Faculty Handbook.

212.0 Tenure

- 212.1** Academic tenure is defined as automatic annual renewal of employment for faculty members. Exceptions to this include dismissal for adequate cause, unavoidable termination due to financial exigency, loss of enrollment, change of institutional programs, or any statute affecting or restricting continuation of personnel services.
- 212.2** Faculty who are employed fulltime initially for teaching or library service in a tenure track position and are employed for five years are eligible to be considered for tenure. Each year of full-time service after a teacher has met the minimum requirements of employment will be counted toward eligibility for tenure. Those who have been granted tenure previously at an accredited college or university may be considered for tenure after three years of service at Faulkner University.
- 212.3** Tenure is not automatic; it is awarded by an affirmative decision that a faculty member has demonstrated effectiveness and can be expected to fill a continuing need of the university. This decision will follow a review initiated by the Vice President for Academic Affairs.

The Vice President for Academic Affairs shall initiate the review process in the first semester immediately following a faculty member's completion of the number of years of service required for eligibility to be considered for tenure. A faculty member who is eligible to be considered for tenure based on years of service shall be so notified by the Vice President for Academic Affairs and invited to submit an application for tenure. The application for tenure shall be submitted through the appropriate department chair to the dean of the college/ school, who will present it to the Promotion and Tenure Committee. A department chair shall submit his/her application directly to the appropriate dean. A dean must apply directly to the Vice President for Academic Affairs.

The application for tenure shall be reviewed by the Promotion and Tenure Advisory Committee. This committee will report its recommendations to the Vice President for Academic Affairs, who shall forward them to the President along with a statement of concurrence or nonconcurrence.

Tenure may be awarded by the Board of Trustees upon the recommendation of the President. Each candidate will be informed in writing by the President of the decision in regard to his/her application for tenure.

212.4 Criteria Used in Evaluating Faculty Members for Tenure

Criteria used in evaluating faculty members for tenure are equivalent to those listed in section 210 of the Faculty Handbook.

- Evidence of membership in, and active involvement in the work of, a local congregation of the church of Christ.
- Student Evaluation of Instructor as per Faculty Handbook section 206.
- Supervisor Evaluation of Instructor as per Faculty Handbook section 206.
- Evidence of involvement in university-wide events.
- University service as faculty representative on committees, councils or sponsoring of student organizations.

- Evidence of professional growth and commitment to staying current in academic area.
- In-service activities which may include on-campus demonstrations or talks to improve quality education, curriculum planning, or workshops to encourage faculty development and teaching.
- Discipline enhancing programs of a professional nature which include membership in professional associations, attendance at professional conferences, seminars, or meetings.
- Tenure will normally be granted only to faculty holding the terminal degree from an accredited institution, but the Vice President for Academic Affairs may waive the terminal degree requirement when it is deemed to be in the best interest of the university. Persons who hold degrees which are permanently recognized as terminal by the Southern Association of Colleges and Schools will be eligible for tenure and promotion to Associate Professor and Professor rank.

213.0 Procedure for Appeals and Termination

Appeals of tenure reviews or recommendations concerning promotion or tenure must first be carried out in accordance with college procedures, but may culminate in an appeal to the dean.

213.1 Renewal/Nonrenewal of Probationary Faculty

Department chairs will seek the advice of the tenured faculty on decisions of renewal or nonrenewal of probationary (non-tenured, tenure track) faculty. Chairs may seek additional advice as they deem appropriate.

Before written notice is given to the faculty member, the department chair will discuss with the dean each notice of intention to renew. Each notice of intention not to renew must be discussed first by the department chair and dean and then by the dean and Vice President for Academic Affairs before written notice is delivered to the faculty member. This notice must be approved by the President and delivered by the Vice President for Academic Affairs.

213.2 Dismissal for Cause

A tenured faculty member or a non-tenured faculty member, before the end of his or her contract term, may be dismissed for any of the following reasons provided that the institution has complied with procedural requirements:

- conviction or admission of guilt of a felony or of a crime involving moral turpitude during the period of employment—or prior thereto if the conviction or admission of guilt was willfully concealed;
- professional incompetency, neglect of duty, or default of academic integrity in teaching, in research, or in scholarship;
- unlawful manufacture, distribution, sale, use or possession of any controlled substance, or other illegal or dangerous drugs as defined by Alabama laws; teaching or working under the influence of alcohol which interferes with the faculty member's performance of duty or his/her responsibilities to the institution or to the profession;

- conviction or admission of guilt in a court proceeding of any criminal drug offense;
- physical or mental incompetency as determined by law or by a medical board of three or more licensed physicians and reviewed by a committee of the faculty;
- false swearing with respect to official documents filed with the institution;
- disruption of any teaching, research, administrative, disciplinary, public service, or other authorized activity;
- being out of harmony with or wielding an influence contrary to the stated purpose of the University;
- such other grounds for dismissal as may be specified in the regulations or policies of the institution.
- behavior, on or off campus, which could reasonably be characterized as inconsistent with the Christian mission, beliefs and values of the University.

214.0 Awards for Excellence

Faulkner's Award for Excellence honors outstanding faculty members during the spring graduation ceremonies.

214.1 Outstanding Educator

The dean of each individual college will make recommendations for this award. For each 10 full-time faculty members within each college, the dean of that college will recommend a candidate. The library may nominate one candidate each year.

214.2 Excellence in Scholarly/Creative Work

Candidates will be nominated to the Excellence in Teaching Committee by their respective department head or dean.

214.3 Excellence in Service Award

This award is given yearly to the full-time faculty member who demonstrates outstanding involvement in the community and in church-related activities. Nominations will be made to the Faculty Affairs Committee. Nominations can be made by faculty or staff members.

214.4 Part-time faculty award

This award will be given annually to the outstanding adjunct faculty member. Criteria will include outstanding student evaluations, demonstration of service to the university and outstanding evaluation from supervising faculty member or department head.

215.0 Summer Employment: Teaching & Research

Opportunities for summer employment are sometimes available as summer enrollment and budget allocations allow. When available, summer teaching is remunerated at the rate of four percent of their annual salary per semester credit hour. Since summer is considered the first semester of the fiscal year in the University System, the University exercises fiscal caution when making summer allocations, because summer school expenditures are charged against the new fiscal year's budget. For this reason, classes must have sufficient enrollment to be offered.

Faculty interested in pursuing research topics during the summer may make application to the Institutional Research Board for grant awards.

216.0 Professional Expectations

216.1 Nepotism Policy

The basic criteria for the appointment and promotion of faculty are appropriate qualifications and performance as set forth in the policies of the university. Relationship by family or marriage constitutes neither an advantage nor a disadvantage provided the individual meets and fulfills the appropriate University appointment and promotion standards as set forth in the policies.

In order to avoid the stigma of favoritism or the appearance of impropriety in employment decision-making, relatives of employees by blood or marriage will not be considered for University employment in a department where the applicant's relative will exercise supervisory, managerial or administrative responsibility over the applicant. This policy extends to instances which:

- require one relative to review or process the work of the other; or
- where one relative is given the opportunity to review or recommend salary levels or increases of the other; or
- puts the relatives in frequent contact with each other; or
- permits one relative to occupy a position, which has access to confidential information where communication of such information to the other may prove detrimental to the best interests of the University.

Faculty and staff members should neither initiate nor participate in institutional decisions involving a benefit to members of their families (i.e., initial appointment, retention, promotion, salary, leave of absence, etc.)

This policy does not apply to employees who are already employed by the University as of January 1, 2005.

216.2 Nonfraternization

216.2.1 Purpose and Rationale

While Faulkner University encourages amicable relationships between members of management and their subordinates, it recognizes that involvement in a romantic relationship may compromise or create a perception that compromises a member of management's ability to perform his/her job.

Likewise, the educational mission of the University is enhanced by professional relationships that foster an atmosphere of mutual trust and respect between academic professionals (meaning, for purposes of this policy, all who teach at the University- faculty members, continuing education instructors, and graduate assistants with teaching, advising, or tutorial responsibilities- and all other members of the university community who have positions of academic authority or decision making over students) and students. However, inappropriate relationships with students, even if consensual, diminish this trust and respect and also have the potential for serious consequences.

Inappropriate relationships when combined with a university professional's responsibility in his or her academic and/or evaluative role, are considered a conflict of interest and place in question the voluntary nature of the choices made by the student. All university academic professionals should understand that there are substantial risks in even an apparently consenting romantic relationship where a power differential exists between the parties.

Additionally, even if conflict of interest issues are resolved, romantic harassment allegations may arise out of the relationship's effect on the student, or even out of its effects on third parties, due to perceptions of discrimination in academic decision making. By virtue of their greater power responsibility, and moral standards, academic professionals bear a special burden of accountability in these circumstances.

216.2.2 Policy

A. Faculty/Staff Relationships

Any involvement of a romantic, nature between an officer, director, supervisor, or agent of the university and anyone he/she supervises, either directly or indirectly is prohibited. Violation of this regulation may lead to corrective action up to and including termination of the management individual in the relationship.

B. Faculty/Student Relationships

Where an academic professional/faculty member may exercise academic authority, and/or decision making with regard to students' participation in a university course, program or activity, romantic relationships are prohibited. If a relationship between a faculty member and a student develops, the faculty member is required to promptly report the existence of such relationship to his/her immediate supervisor so that the appropriate actions can be taken by the University to remedy this indiscretion. Failure to abide by the notification requirement of this policy may constitute grounds for corrective action against the faculty member.

216.3 Harassment

216.3.1 General Provisions

Faulkner University's mission and core values support the creation of a caring Christian environment where every individual matters every day. The University's mission and core values are consistent with and support the provisions in state and federal laws (cf. Title IX; Equal Employment Opportunity policy) that all faculty, staff, and students have the right to work and learn in an environment free from all forms of discrimination based on federal and state protected characteristics (i.e., race, color, national origin, religion, gender, age, and disability) including conduct which can be considered harassing, including sexual harassment when such conduct is based on the referenced protected characteristics.

Faulkner University will not tolerate harassment, including sexual harassment of its faculty, staff, and students by anyone, including but not limited to supervisors, faculty, staff, students, or third parties (alumni, visitors, vendors, etc). Harassment of any type is an insidious practice which demeans individuals and creates unacceptable stress for the entire organization. Such harassment is against the Biblical principles upon which Faulkner University is founded and operates. Persons who are found to have harassed others will be dealt with swiftly and vigorously.

In determining whether alleged harassing or sexual harassing conduct warrants corrective action, all relevant circumstances, including the context in which the conduct occurred, will be considered. Facts will be judged on the basis of what is reasonable to persons of ordinary sensitivity and not on the particular sensitivity or reaction of an individual. Due consideration will also be given to the nature and mission of the institution, such that conduct that may not be proscribed by law will nonetheless be prohibited by the University.

216.3.2 Harassment Defined

This policy prohibits “quid pro quo” and “hostile environment” sexual harassment as defined below and also prohibits “hostile environment” harassment when the harassing conduct is based upon a federal or state protected characteristic of the victim.

Quid Pro Quo Sexual Harassment Unwelcome sexual advances, requests for sexual favors, and other verbal and physical conduct of a sexual nature by one in a position of power or influence constitutes “quid pro quo sexual harassment” when:

- a. Submission by an individual is made either an explicit or implicit term or condition of employment or of academic standing,
- b. Submission to or rejection of such conduct is used as the basis for academic or employment decisions affecting that employee or student. As defined here, “quid pro quo sexual harassment” normally arises in the context of an authority relationship. This relationship may be direct as in the case of a supervisor and subordinate or teacher and student or it may be indirect when the harasser has the power to influence others who have authority over the victim.

Hostile Environment Sexual Harassment Unwelcome sexual advances, requests for sexual favors, and other verbal and physical conduct of a sexual nature constitute “hostile environment sexual harassment” when such conduct is directed toward an individual because of his or her gender and

- a. with regard to employees, such conduct is sufficiently severe or pervasive to alter the conditions of the victim’s employment and create an intimidating, threatening or abusive working environment
- b. with regard to students, such conduct is so severe, persistent, or pervasive that it affects a student’s ability to participate in or benefit from an education

program or activity, or creates an intimidating, threatening or abusive educational environment.

Generally, a single sexual joke, offensive epithet, or request for a date does not constitute hostile environment sexual harassment; however, being subjected to such jokes, epithets or requests repeatedly may constitute hostile environment sexual harassment.

Hostile Environment Harassment in General Verbal and physical conduct constitute “hostile environment harassment” when such conduct is directed toward an individual because of his or her membership in a class protected by state or federal law and

- a. with regard to employees, such conduct is sufficiently severe or pervasive to alter the conditions of the victim’s employment and create an intimidating, threatening or abusive working environment
- b. with regard to students, such conduct is so severe, persistent, or pervasive that it affects a student's ability to participate in or benefit from an education program or activity, or creates an intimidating, threatening or abusive educational environment.

Generally, a single joke, offensive epithet, or such like does not constitute hostile environment harassment; however, being subjected to such jokes, epithets or incidents repeatedly may constitute hostile environment harassment.

216.3.3 Academic Freedom and Harassment

In cases of alleged sexual harassment or general harassment in a classroom context, both the intrinsic academic nature and the Christian mission of the University must be considered if issues of speech or artistic expression are involved. Great care must be taken not to inhibit open discussion and academic debate particularly in the classroom. The free and open discussion of issues or theories relating to sexuality, gender, or any other federal or state protected characteristic, either directly or indirectly, in an academic or professional setting, when appropriate to the subject matter, will be presumed not to constitute harassment even if it offends or embarrasses an individual. Nonetheless, speech or conduct of a sexual or hostile nature which occurs in the context of educational instruction may exceed the protections of academic freedom and constitute prohibited sexual harassment or general harassment if it meets the definition of harassment noted above and 1) is reasonably regarded as non-professional speech (i.e., advances a personal interest of the faculty member as opposed to furthering the learning process or legitimate objectives of the course), or 2) lacks accepted pedagogical purpose or is not germane to the academic subject matter.

216.3.4 Reporting of Sexual Harassment or Other Harassment Allegations

Persons who believe they have been victims of sexual harassment or other harassment should report the incident(s) immediately to appropriate administrative officials as set forth below. Delay in reporting makes it more difficult to establish the facts of a case and may contribute to the repetition of offensive behavior.

Confidentiality The University will do everything consistent with enforcement of this policy and with the law to protect the privacy of the individuals involved and to ensure that the complainant and the accused are treated fairly. Information about individual complaints and their disposition is considered confidential and will be shared only on a “need to know” basis.

Assurance Against Retaliation This policy seeks to encourage students, faculty, and other employees to express freely, responsibly, and in an orderly way opinions and feelings about any problem or complaint of sexual harassment or other harassment. Retaliation against persons who report or provide information about general harassment, sexual harassment or behavior that might constitute harassment is also strictly prohibited. Any act of reprisal, including internal interference, coercion, and restraint, by a University employee or by one acting on behalf of the University, violates this policy and will result in appropriate disciplinary action.

Frivolous and Malicious Complaints This harassment policy shall not, however, be used to bring frivolous or malicious complaints against students, faculty and other employees or third parties. If a complaint has been made in bad faith, disciplinary action may be taken against the person bringing the complaint.

216.3.5 Reporting Channels

The following sections identify appropriate harassment resource persons and complaint-receiving officials students and employees should contact regarding sexual harassment or general harassment.

216.3.6 Responsibilities of Supervisory Personnel

All members of the university community have a general responsibility to contribute in a positive way to a university environment that is free of harassment. Supervisory personnel, however, have additional responsibilities. Supervisory personnel are not only responsible for educating and sensitizing employees in their units about harassment issues, but they are also directed to take all appropriate steps to prevent and stop harassment in their areas of responsibility. Supervisory personnel who are contacted by an individual seeking to file a complaint about harassment in their unit or area of responsibility shall assist the complainant in contacting the appropriate complaint-receiving officials identified below.

216.3.6.1 Student Complaints of Harassment

Students with complaints of general harassment or sexual harassment should follow the procedures outlined in the Faulkner University Student Complaint and Conflict Resolution Policy. Any employee to whom a student has come with a complaint of general harassment or sexual harassment should recommend that the student follow the procedures outlined in the Faulkner University Student Complaint and Conflict Resolution Policy.

Students who believe for any reason that they cannot effectively communicate their concern through any of these channels may consult the University Diversity Officer in the Office of Human Resources, or if conflicts exist with

the University Diversity Officer, students may consult with the Vice President for Academic Affairs.

In addition, students who are victims of sexual assault or sexual harassment or general harassment may seek advice and referral from both the University Counseling Center and/or Health Services Office. These offices, which keep all information confidential, neither receive formal complaints nor conduct investigations.

216.3.6.2 Employee Complaints of Harassment

Employees should report complaints of general harassment or sexual harassment to the employee's immediate supervisor. If the complaint involves the immediate supervisor, the employee should contact their next higher level of supervision. In lieu of or in addition to notification of supervisory personnel, any University employee with such complaints may contact the Director of Human Resources directly to register a complaint or request advice and counsel.

Employees who are victims of sexual assault or sexual harassment or general harassment may seek advice and referral from the University Counseling Center; however, the University Counseling Center neither receives formal complaints nor conducts investigations.

216.4 Procedures for Handling Complaints of Sexual Harassment or General Harassment

Individuals who believe they are victims of sexual harassment or general harassment in their working or academic environments are encouraged to respond to the alleged harasser directly, by objecting and by requesting that the unwelcome behavior stop. However, neither students nor employees are required to approach the harasser. Individuals may seek assistance or intervention, from the University complaint receiving officials referenced under the section titled Reporting Channels previously provided within this policy.

An initial discussion between the complainant and the complaint-receiving official will be kept confidential to the extent practical in this situation. The complainant should be advised that once a situation has been brought to the complaint-receiving official's attention, it is that official's responsibility to follow through with the appropriate procedures. The complainant must decide after an initial meeting with the complaint receiving official, whether he/she would like to file a formal complaint and thereby provide a written statement describing the complaint.

Complaints will receive prompt attention. Complaints may be resolved through the process described below, and appropriate action will be taken.

216.4.1 Complaint Resolution and Investigation Procedures

216.4.1.1 General Guidelines

Upon notice of conduct which allegedly constitutes general or sexual harassment under the definition set forth herein, the officials listed previously, or their appointed designees along with other appropriate university personnel,

will conduct whatever inquiry is reasonably necessary to fully investigate the matter and will arrange conferences with the complainant, the alleged offender, and any other appropriate persons. The investigation will afford the accused an opportunity to respond to the allegations.

If a complaint is found to be valid, appropriate counseling may be made available to the offender and disciplinary action consistent with the degree of seriousness of the harassment may be instituted.

Those directing investigations will make a record of the case, including a record of their decision, and a copy of that record will be forwarded to the Director of Human Resources (for claims involving employees) and the Dean of Students (for claims involving students), where it will be retained in confidential files. The complainant and the alleged offender will be notified of the outcome of the investigation; however, that information should be treated by both parties as confidential and private.

216.4.1.2 Student Complaints of Harassment

In cases where a student is the alleged harasser, the investigation and resolution of the complaint will be done in accordance with the disciplinary procedures outlined in the Code of Student Conduct in the Student Handbook.

In cases where the alleged harasser is a student acting in an employment capacity, or a regular employee or third party, the Director of Human Resources shall be involved in the investigation and resolution of the complaint.

216.4.1.3 Employee Complaints of Harassment

In cases where an employee or third party is the alleged harasser, the investigation and resolution of the complaint will be done in accordance with the general guidelines set forth in this section. The Director of Human Resources will coordinate the investigation.

In cases where a student is the alleged harasser the Dean of Students will be notified and will partner with the Director of Human Resources in the investigation and resolution process.

216.4.2 Disciplinary Sanctions

A conclusion that general or sexual harassment has occurred shall subject the offender to appropriate disciplinary action and may result in suspension, discharge, expulsion or dismissal. University disciplinary procedures and possible sanctions are described for students in the Code of Student Conduct in the Student Handbook.

For faculty and staff, sanctions imposed will be proportional to the severity of the conduct therefore, determined on the basis of the facts of each case but will result in corrective action up to and including termination of employment. The alleged harasser's employment history and any similar complaints of prior harassment will be taken into consideration.

Faulkner University trusts that all of its employees and students will continue to act responsibly to establish a pleasant work environment free of discrimination.

216.5 Drug Free University

216.5.1 General Provisions

Faulkner University is a Christian University with a strong commitment to teaching and practicing moral and ethical rights of others as a primary obligation. The University has both a legal and moral obligation to maintain a drug-free learning environment and a drug-free workplace for the University. Therefore, in accordance with the Drug-Free Workplace Act of 1988 PL 100-690 and the Drug-Free Schools and Communities Act Amendments of 1989 PL 101-226, Faulkner University has adopted an official policy on maintaining a drug-free community and workplace.

The Drug-Free Schools and Communities Act Amendments of 1989 require that, as a condition of receiving funds or any other form of financial assistance under any federal program, an institution of higher education must certify that it has adopted and implemented a program to prevent the unlawful possession, use or distribution of illicit drugs and alcohol by students and employees.

216.5.2 Prevention Program

1. The University shall distribute annually, in writing, to each student (regardless of the length of the student's program of study) and each employee (regardless of classification, status, percent of time, etc.) the following information:
 - The standards of conduct that clearly prohibit the unlawful manufacture, distribution, dispensation, consumption, possession or use of illicit drugs and alcohol by students and employees on the institution's property or as a part of any of its activities;
 - A description of the health risks associated with the use of illicit drugs (controlled substances) and the abuse of alcohol;
 - A description of available drug or alcohol counseling, treatment, or rehabilitation or re-entry programs;
 - A description of applicable legal sanctions under local, state or federal law; and
 - A statement specifying the actions which will be taken against students and employees violating the policy, including termination of employment, expulsion from the University, referral for prosecution, or mandatory participation in a rehabilitation program.
2. The University shall review the program, biennially at a minimum, to determine its effectiveness, ensure that disciplinary sanctions are enforced, and make changes to the program if warranted.

3. Upon request by the Secretary of the U.S. Department of Education, the University shall make available personnel records and other information as necessary for a program review by the Secretary.

216.5.3 Standards of Conduct

The unlawful possession, use, consumption, manufacture, distribution, or dispensation of alcohol or controlled substances on Faulkner University property, in the workplace of any employee, or as any part of any function or activity, whether held on or off campus, by any employee or student of the University is strictly prohibited.

216.5.4 Specific Requirements and Sanctions

216.5.4.1 Students

Any student who violates this policy is subject to discipline or sanction consistent with applicable University procedures. Additionally, a student may be referred for prosecution under applicable local, state, or federal laws.

Requirements - A condition of continuation of status as a student of Faulkner University is that each student, whether full-time, part-time, traditional, or non-traditional, agrees not to use alcohol or any controlled substances while enrolled in Faulkner University and to notify the appropriate University administration (usually the Dean of Students) of any alcohol or drug-related criminal conviction for a violation occurring on Faulkner University property, in any University facilities, or as any part of activities sponsored by or participated in by Faulkner University, within five (5) days of the date of such conviction. Within ten (10) days after having received such notice of conviction of any student for any alcohol or drug-related offence, Faulkner University will notify the appropriate federal funding agency if required.

Students should contact the Office of Student Services or the Dean of Students office if they are having a problem with drugs or alcohol or become aware of problems occurring with another student.

Sanctions- A student found in violation of the agreement shall be subject to discipline and/or dismissal as provided for in the Faulkner University Student Handbook. Additionally, said student shall be subject to the sanctions imposed by the University on a case-by-case basis, with regard to the severity of the violation. These sanctions may include probation, suspension, expulsion, fines, termination of employment, referral for substance abuse treatment, and/or referral to appropriate legal authorities.

216.5.4.2 Employees

Requirements- Any University employee who violates this policy is subject to discipline or sanction consistent with applicable University procedures. For employees, disciplinary action may include dismissal, as well as lesser sanctions. Additionally, an employee may be referred for prosecution under applicable local, state, or federal laws.

As a condition of employment, each employee must agree to abide by the terms of the drug-free policy of Faulkner University. Additionally, the use of alcohol off University premises that adversely affects an employee's work performance, or an employee's safety or the safety of others is strictly prohibited. Each employee agrees to notify his or her immediate department supervisor not later than five (5) days after conviction for violation of any criminal drug statute occurring in the workplace. The department or division head must report this information to Human Resources. If the convicted employee is employed under a contract or grant, Faulkner University will notify granting or contracting agencies within ten (10) days after receiving notice of a criminal drug statute conviction.

Employees should contact the Human Resources office if they are having a problem with drugs or alcohol or become aware of problems occurring with another employee.

Sanctions- Any employee who violates this policy shall be subject to discipline and/or dismissal, with regard to the severity of the violation. These sanctions may include suspension, termination of employment, referral for substance abuse treatment, and/or referral to appropriate legal authorities.

216.5.5 Legal Penalties

Anyone convicted of an alcohol or drug related offense is subject to a wide range of penalties on the local, state, and federal levels. These sanctions vary, but may range from fines and probation for minor violations to life imprisonment for violations such as drug trafficking.

216.6 Smoke Free University

Faulkner University is committed to providing a healthy, comfortable, and productive environment for the students, faculty, and staff of the University. This University operates in accordance with the SB126 Alabama Clean Indoor Air Act and Alabama Department of Public Health regulations.

Faulkner University is entirely smoke free.

This policy applies to all students, faculty, staff, and visitors. Copies of this policy shall be distributed to all faculty and staff and shall be included with information given to all admitted students. Signs are posted on each campus to notify visitors and the University community.

This policy applies to all Faulkner University facilities and vehicles, owned or leased, regardless of location. Smoking shall not be permitted in:

- any University buildings, including private residential space within university housing;
- any University vehicles;
- outdoor seating or serving areas of University eating facilities;
- outdoor arenas, stadiums, any seating areas or concession stands; or
- bleachers and other seating areas used for spectators at sporting and other University events.

No tobacco-related advertising or sponsorship shall be permitted on university property, at university sponsored events, or in publications produced by the University, with the exception of advertising in a newspaper or magazine that is not produced by the University and which is lawfully sold, bought, or distributed on university property. For the purposes of this policy, "tobacco related" applies to the use of a tobacco brand or corporate name, trademark, logo, symbol, or motto, selling message, recognizable pattern or colors, or any other indicia of a product identical to or similar to, or identifiable with, those used for any brand of tobacco products or company which manufactures tobacco products.

Cigarettes shall not be sold on university grounds, either in vending machines or from any area on campus.

The success of this policy depends on the thoughtfulness, consideration, and cooperation of smokers and nonsmokers. All students, faculty, and staff share in the responsibility for adhering to and enforcing this policy. Violators of this policy may be subject to disciplinary action.

Questions and problems regarding this policy should be handled through existing departmental administrative channels and administrative procedures.

216.7 Political Activities

As responsible and interested citizens in a democratic society, employees of the University System are encouraged to fulfill their civic obligations and otherwise engage in the normal political processes of society. Nevertheless, it is inappropriate for University personnel to 1) manage or enter political campaigns while on duty to perform services for the University, 2) endorse, support or oppose candidates in any way that could be attributed to the university or 3) hold elective political office at the state or federal level while employed by the University. Any exceptions to the guidelines of this policy must be approved by the University President. The following guidelines govern political activities of university employees.

- Employees may not manage or take an active part in a political campaign which interferes with the performance of duties or services for which he or she receives compensation from the University.
- Employees are free to endorse, support or oppose candidates, but such activities should not be attributed to the university. In conjunction, employees should not make partisan comments in university publications or at university events, use the university resources or facilities or take stands without clearly and unambiguously indicating that their statements are theirs and not the university's.
- Employees are prohibited from posting political signs on campus.

- Employees may not hold elective political office at the state or federal level.
- A candidate for or holder of an elective political office at the state or federal level may not be employed or hold a faculty, staff, or other position, with or without compensation.
- Employees seeking elective political office at the state or federal level must first request a leave of absence without pay beginning prior to qualification as a candidate in a primary or general election and ending after the general or final election. If elected to state or federal office, such person must resign prior to assuming office.
- Employees may seek and hold elective office at other than the state or federal level, or appointive office, when such candidacy for or holding of the office does not conflict or interfere with the employee's duties and responsibilities to the institution or the university.

216.8 Tutoring by Faculty

Any tutoring assignment for which the faculty member is to receive extra compensation (overload payment) must have prior approval by the faculty member's department chair. Faculty members who accept private tutoring assignments for pay should not tutor students within their classes.

216.9 Teaching Loads

The standard teaching load for full-time faculty is 27 credit hours per year. Adjustments to that load may be made with the recommendation of the chair and the approval of the dean.

216.9.1 Exceptions

- Department chairs should have a reduction of one three-hour class per semester.
- Additional reductions may be made based on departmental size & complexity.
- Supervision of student internships are calculated at .25 of a course load per student supervised in a semester. This may be treated as overload pay or course load reduction.
- Instruction of students in private Fine Arts courses are calculated at .25 of a course load per student taught. This may be treated as overload pay or course load reduction.
- Instruction of a physical education activity classes or science labs is calculated at .5 of a course load. This may be treated as overload pay or course load reduction.
- Faculty members are limited to four overloads per academic year. All overloads require approval of the appropriate dean. This policy may be temporarily waived by the dean in exigent circumstances.
- Overload pay is paid at 4% of nine-month base pay.

216.10 Extra Compensation Policy

Conditions and Definition of Extra Compensation

The term extra compensation shall be used to describe salary payments above and beyond normal base compensation to faculty and staff who are exempt employees under the *Fair Labor Standards Act* and who provide certain instructional, research,

and service activities to the University above and beyond their normal employment duties.

Payment of extra compensation at Faulkner University shall be appropriate only when all three of the following conditions exist:

- The work is carried in addition to a normal full load.
- No qualified person is available to carry the work as part of his or her normal load.
- The additional duties are not so heavy as to interfere with the performance of regular duties.

216.11 Research

Requests for compensation may be sent to the Institutional Research Board.

“Research active” faculty, a designation determined at the departmental level using expectations for the discipline, have a teaching assignment of 18 credit hours per year, including credit-hour equivalencies. The chair, with the support of the dean, is responsible for an equitable assignment of the various faculty responsibilities and must submit for the dean’s approval a proposed workload assignment prior to the final preparation of each semester’s course schedule. The form for this approval was developed by the chairs, the deans and the academic Vice President to conform to the college’s workload policy (*see Faulkner’s Policies and Procedures Manual*). The individual faculty annual review and peer evaluation process allows the faculty member input into the distribution of responsibilities in negotiations with the chair.

216.12 Class Meetings and Final Exams

The faculty member of record or a qualified substitute will meet all classes promptly at the scheduled time and for the allotted amount of time. Fifteen clock hours of instructor designed learning activities per course hour is available for students. Failure to complete this minimum can result in dismissal of the faculty member. Faculty also will give final exams in all courses as scheduled by the Vice President for Academic Affairs unless a change has been authorized by the appropriate chair or dean.

Examinations for English composition (EH 0301, 0302, 1301 & 1302) are administered the week prior to scheduled final exams.

216.13 Faculty Absence from Professional Responsibilities

Faculty traditionally extend professional courtesies to their colleagues for absences resulting from health-related emergencies, attendance at professional conferences, and the like, up to a week’s duration.

Consistent with Faulkner policy, all absences are to be reported to the department chair, who shall coordinate accommodations for coverage of faculty responsibilities by colleagues.

217.0 Personnel Policies

217.1 Appointments/Forms

New faculty appointment forms are processed by the department chair, dean, and Vice President for Academic Affairs. The following information is required before any action is taken on the appointment recommendations: a fully completed appointment form and official transcripts of all graduate degrees.

New faculty members must visit the Department of Human Resources to complete forms relating to benefits, payroll deductions, and employment records.

217.2 Fringe Benefits

The University provides various fringe benefits for its employees. See the remaining subsections of 217 for a more complete description. The most up to date information can be obtained from the Human Resources Office

217.2.1 Insurance

A description of benefits and requirements is available from the Department of Human Resources. Premiums paid by the participants may be paid by payroll deductions.

217.2.1.1 Medical Insurance

Group medical insurance is available to full-time faculty members at an established cost per month. The university participates in the cost of each member's medical insurance, and each employee contributes a specified share of the costs. If the employee wishes to include his/her family in the coverage, an additional charge is applicable.

217.2.1.2 Dental Insurance

Group dental insurance is available to full-time faculty members at an established cost per month. If the employee wishes to include his/her family in the coverage it is provided at a small monthly charge.

217.2.1.3 Vision Insurance

Vision insurance is available at a reasonable cost to the employee.

217.2.1.4 Life Insurance

A life insurance policy on the employee paid by the university is included in the full-time employee's insurance program. Amounts vary based on position.

217.2.1.5 Disability Insurance

Disability insurance is available to faculty at a reasonable cost to the employee.

217.2.1.6 Flexible Benefits Plan

Faculty may elect to have a payroll deduction on a pre-tax basis to pay for certain health care expenses not covered under the medical, dental, or vision programs and to help defray the cost of child care.

217.3 Leaves of Absence

217.3.1 Annual Leave

Deans and faculty on 12-month contracts accrue annual leave based on their length of service and classification. Refer to the University annual leave policy for details.

217.3.2 Sick Leave

Faculty members accrue eight (8) hours of sick leave a month for each month of full-time employment with the university (9 months ordinarily) cumulative to 1440 hours. No compensation is given for unused sick leave nor for any time taken off not for illness or medical/dental appointments for the employee or an immediate family member. Refer to the University Sick Leave Policy for details.

- Sick leave accrual begins the month the employee begins working, provided the date of employment is the tenth of the month or earlier; otherwise accrual begins the following month.
- Sick leave accrues for regular full-time employees working 40 or more hours per week at the rate of eight hours of leave for each full calendar month of employment.
- Regular employees (not temporary) approved to work at least 32 hours but less than 40 hours per week may accrue sick leave on a prorated basis.
- Sick leave may be accrued to a maximum of 1440 hours and may be taken as needed for illness and medical/dental appointments.
- Sick leave may be taken in hourly increments.
- Sick leave does not accrue during an unpaid leave of absence.
- Sick leave may be approved for the employee and the immediate family. For purposes of sick leave the immediate family is defined as the employee's spouse, children, son or daughter-in-law, parents, parents-in-law, grandparents, grandchildren, brothers and sisters.
- Request for absence to be counted as sick leave must be submitted on the appropriate form and be approved by the Department Head. A copy of this form will be kept on file in the Department. A doctor's certificate of illness may be required of the employee. A doctor's release to return to work may be required for periods of illness in excess of three days.
- Pay for sick leave is not vested and will be lost upon termination of employment.
- Paid sick leave cannot be taken in advance of being earned. If paid sick leave is exhausted, further absences must be charged to accrued annual leave or to leave of absence without pay.

217.3.2.1 Sick Bank

Faculty may elect to participate in the university sick bank which provides additional paid leave for employees who have exhausted their accrued sick and annual leave as a result of a catastrophic illness or injury. Refer to university sick leave bank policy for details. Employees may contribute 3 days a year to the sick leave bank to provide such membership and 1 day each year thereafter,

in order to remain enrolled. Donations are voluntary, and all donations are kept confidential.

217.3.3 Bereavement Leave

Faculty members may be granted up to five days leave *upon the* death of a spouse, child, son-in-law or daughter-in-law and up to three days in the case of a parent, parent-in-law, grandparent, grandchild, brother, sister, brother-in-law or sister-in-law

Time off to attend the funeral service of an associate, close friend or relative not defined as immediate family, may also be approved by the appropriate supervisor but may not exceed one-half (1/2) day.

If additional time off is needed which is incidental to the death of a relative or friend, it may be charged to available sick leave up to a total of five working days per occurrence.

217.3.4 Professional Leave:

217.3.4.1 Without Pay

Leave without pay may be granted for appropriate professional improvement for a maximum of one year and generally may not be extended for more than one additional year. Faculty members on leave without pay have no formal obligation to return to Faulkner University but are expected to give adequate notice (generally at least six months) if they decide not to return. Upon formal written request by the faculty member, the university may continue his group life and hospital/medical insurance programs, making the institution's regular contributions. If the faculty member does not return to Faulkner University for at least one academic year after such leave, he is obligated to reimburse the University for its contributions to his insurance program.

217.3.4.2 With Pay

Within the limitations of resources available, the university may grant leave with pay for approved professional improvement activities in keeping with the following conditions:

One semester at full salary or two semesters at half salary may be granted to full-time instructors after two years at Faulkner University. Such leave may be cumulative, but in no case shall it extend beyond three semesters, whether on full or half salary.

The request must be accompanied by a proposed program or prospectus which gives reasonable promise of contributing to the improvement of the applicant's professional services to Faulkner University. The request must be submitted through the appropriate college/school dean to the Vice President for Academic Affairs who shall submit it to the President with affirmative or negative recommendation at least six months preceding the time in which the requested leave is to begin.

Faculty members on leave with partial compensation may receive fellowship support or part-time instruction or research appointment which do not interfere with their programs provided that in no instance is the compensation for the period of the leave to be greater than the university salary would have been during that period.

Exceptions to the above may be authorized in unusual circumstances and when justified to fill a university need.

217.4 Holidays

Regular full-time faculty receive twelve and one-half paid holidays annually. Two personal holidays are also provided to employees who have completed 3 months of service.

217.5 Tuition Grants

Tuition grants for faculty and dependants are as indicated below with the exception that, for faculty employees only, the grant is 100% after 1 year of service. This exception does not apply to programs where waivers are not allowed, as indicated below.

- *Traditional Undergraduate Programs:* 75% after six months of service through three years and 100% thereafter
- *BBA, BCJ & MHR:* 50% - after six months of service
- *Graduate Programs:* 50% - after one year of service
- *Exclusions:* Waivers are not available for Independent Study, Private Lessons, or Jones School of Law.

217.6 Retirement

The University contributes an amount equal to 4% of a full-time faculty member's annual salary and will match the employee's contributions up to a certain percentage. A full-time faculty member becomes eligible for this benefit after the first full year of employment. Further details are available in the Department of Human Resources.

217.7 Other Benefits and Services

- Length of Service Awards – awards presented to faculty who have attained length of service benchmarks.
- Christmas Club- faculty may elect to have a payroll deduction to establish a savings for end of the year expenses
- Direct Deposit- the convenience of payroll direct deposit is available
- Cafeteria- breakfast, lunch and dinner are available at discounted rates.
- Bookstore- faculty receive a 10% discount with the exception of text books
- Athletic Events- faculty are admitted free to all regularly scheduled athletic events, excluding football
- Dinner Theater – Employees are eligible for discounts when attending theater productions.
- Community discounts- various restaurant and other businesses provide discounted services; details available through Human Resources

- Employee Identification cards- All employees (except temporary) are eligible to receive a photo identification card. Cards are issued in the Dean of Students Office.
- Library- Employees are eligible for all library privileges.
- Employees may cash personal checks up to \$50.00 per day in the Business Office
- Employees may take advantage of full mailroom services.

218.0 Professional Improvement

Members of the faculty without terminal degrees in their disciplines are encouraged to improve their academic credentials by gaining acceptance into accredited graduate programs while instructing full- or part-time at the university.

An instructor taking courses toward a graduate degree which is in the interest of the university may apply to the appropriate dean for assistance from Faulkner University in paying for the coursework. Details relating to the level of financial assistance and the instructor's teaching load will be determined by the dean and the Vice President for Academic Affairs.

Full-time instructors are given preference.

Applicants for this program must make application to the appropriate dean. Favorable recommendation from the appropriate dean must be made to the Vice President for Academic Affairs, who will present the application to the President with recommendation for approval or denial. The applicant will be notified of the award and any conditions by the Vice President for Academic Affairs.

219.0 Salary Schedule

A new salary schedule is published each Spring. For a current copy of the salary schedule, contact the Vice President for Academic Affairs.

219.1 Salaries are based on a schedule distributed each year to faculty by the Vice President for Academic Affairs. Payments are paid monthly in twelve equal payments beginning on the first day of the second month of employment and on the first day of each subsequent month.

219.2 Salary for teaching in summer terms is the same as that for adjunct teaching assignments.

219.3 Overload pay shall be determined according to the Overload Pay Policy detailed in section 216 of this manual.

220.0 Workers Compensation Insurance

All employees of the University are covered by Workers Compensation Insurance that provides coverage for all medical expenses and loss of wages resulting from a job-related injury.

221.0 Resignations

Faculty and staff members employed under written contract for the fiscal year or academic year of two semesters are expected to give written notice of their intention to

resign to the Vice President for Academic Affairs no later than February 1 immediately preceding the expiration of the contract period.

222.0 Non-Renewals and Terminations

See sections 213 and 223 of this Faculty Handbook.

223.0 Appeal Process for Members of the Faculty

In cases where there is a dispute concerning academic freedom, termination for cause of a tenured faculty member, or termination for cause of an instructor prior to expiration of a contract, the following procedures will be followed:

1. The faculty member will be informed in writing of the causes for such action. If the faculty member involved wishes to have a hearing before the Grievance Committee, the faculty member will inform the administrator involved in writing, within fourteen days, of the disputed action. The Grievance Committee will hear the case and make recommendation to the Vice President for Academic Affairs.
2. The Vice President for Academic Affairs will give written response to the request for a hearing informing the chair of the Grievance Committee of the necessity for establishing a meeting date for a hearing no earlier than fifteen days and no later than thirty days from the date of receipt of the faculty member's request.
3. The chair of the Grievance Committee must arrange a meeting time and inform all participants in writing of the place, date, and time of the hearing.
4. The Grievance Committee must submit a written report and recommendation to the Vice President for Academic Affairs within seven days from the last day of the hearing.
5. Within seven days from receipt of the recommendation of the Grievance Committee, the Vice President for Academic Affairs will inform the faculty member in writing of his concurrence with or overruling of the disputed action.
6. Should the aggrieved faculty member desire a hearing before the President, he/she must inform the President of this in writing no later than fifteen days from the date of the written response of the Vice President for Academic Affairs to the recommendation of the Grievance Committee.
7. Within seven days from receipt of written request for a hearing before the President, the President will provide the aggrieved faculty member with the date, time, and place for a personal hearing.
8. Within seven days from the date of the hearing before the president, the president will inform the faculty member in writing of his concurrence with or overruling of the disputed action.
9. Should the aggrieved faculty member desire a hearing before the Board of Trustees, he must inform the President of this in writing no later than fifteen days from the date of the written response of the President.
10. The chairman of the Board of Trustees may appoint a special committee of not less than five trustees or elect to have the executive committee hold the hearing. The committee appointed may, upon examination of evidence presented in prior hearings, concur with the president's decision and refuse to hear the case or grant the hearing. If the designated committee considers that a hearing is warranted, the chair of the committee must inform the faculty member and the President within

thirty days of the aggrieved faculty member's request for a meeting with the trustees of the place, date, and time of the hearing. In all cases, the decision of the designated committee of the Board of Trustees shall be final and binding upon all parties to the grievance.

11. The aggrieved faculty member and those conducting a hearing may have legal counsel present at any of the hearings to observe and advise, but not to participate.

224.0 Travel

A person traveling on official University business should be familiar with the University's Travel Regulations which can be accessed via Outlook.

224.1 General

Each employee required to travel in the performance of official duties and entitled to reimbursement for expenses incurred must have prior authorization from their department head or other designated official prior to traveling. Approval may be in the form of a standing authorization in the case of individuals required to travel on a regular or continuous basis (in-state travel only), or a specific authorization in the case of those individuals who are required to make occasional trips. All out-of-state trips require specific authorization prior to the trip. Travel expenses are reimbursable in accordance with university policy and authorized in advance by the budget manager and appropriate Vice President.

224.2 University Travel Regulations

The following University Travel Regulations refer to specific areas of the reimbursement policy.

224.2.1 Subsistence

Reimbursement claims for subsistence (meals and lodging) are to be reported on A Statement of Official Travel form by date and location.

224.2.1.1 Meals

The university will reimburse the reasonable costs of meals of the employee and business guest while the employee is traveling. Unless directly related to the business purpose of the meal, the cost of meals for family members or social friends accompanying the employee are personal expenses.

On the day of the departure, breakfast costs are reimbursable if the departure from personal residence is prior to 7:00 a.m. On the day of return, dinner costs are reimbursable if return to personal residence is after 7:00 p.m.

Purchases of snacks, drinks, and treats are not reimbursable to employees unless they are taking the place of a meal.

224.2.1.2 Lodging

Employees who travel more than 50 miles from their home office, residence, or headquarters may be reimbursed for lodging expenses associated with overnight travel. Employees will be reimbursed for the actual lodging expenses, provided the expenses are reasonable.

Responsibilities of Employee Employees traveling overnight are responsible for ensuring the most reasonable lodging rates are obtained. To accomplish this, employees should:

- make reservations in advance, whenever practical;
- utilize minimum rate accommodations;
- avoid the “deluxe” hotels and motels; and
- obtain corporate/government rates, whenever possible.

224.2.1.3 Miscellaneous Expenses

Registration fees required for participation in workshops, seminars, or conferences that an employee is directed and/or authorized to attend will be allowed when supported by a paid receipt or copy of a check showing payment. Any part of a registration fee applicable to meals will be reported as meal expense and not as a registration fee if the costs can be separately identified.

Employees may be reimbursed for expenses incurred for work related telephone, telegraph, and fax messages. Employees must document these claims on the Statement of Official Travel form and indicate the location from which each call was made, the person contacted, and the reason for the communication. Employees are allowed one personal telephone call, not to exceed 10 minutes in duration for every day the employee is traveling away from home and within the continental United States on university business.

Receipts/invoices should accompany the Statement of Official Travel form.

225.0 Grievance Procedures

Conflict is a normal aspect of university life, arising over many issues: competition for limited resources; insufficient information, misinformation, and misunderstandings; or differences in interests, personality, and perspectives. At times conflict can be positive, and its resolution can result in better ideas or modes of operation.

Unresolved conflict, however, can grow into more serious disputes. Faulkner University encourages resolution of conflicts at their source—between two persons. A situation that escalates to the point of filing a formal grievance involves many more people and becomes far more costly in time, relationships, and money.

226.0 Recruitment of Faculty

Searches are conducted according to the faculty search procedures available via the Human Resources Folders in Outlook.

300: Academic Programs

301.0 Academic Programs

Academic programs of Faulkner University are administered under Board of Trustee policies that grant considerable authority and responsibility to the President and faculty of the institution.

302.0 Center for Excellence in Teaching

The Center for Excellence in Teaching (CET) provides assistance, resources and encouragement to faculty as teacher-scholars.

303.0 Academic Advisement

Philosophy: A student's satisfactory completion of a degree program is his or her own responsibility. Any system of advisement must reflect students' freedom of choice and their right to make their own decisions. It is the institution's responsibility to provide guidance, information, and assistance to the student whenever possible. It is the institution's responsibility to see that advisors have accurate information, are concerned about students, and are accessible to students on a reasonable basis. The institution also has responsibility to provide the necessary support to those faculty members who choose advisement as an area of service and to see that good advisement is appropriately included in merit considerations. Faulkner accepts the philosophy that faculty members should be involved in student advisement since they provide a necessary academic orientation to the process. It is important that students have as much direct contact with faculty as possible and advisement is a particularly individualized avenue of communication.

Advisement also provides the faculty member with a vital area of service.

303.1.1 Definition of the Role of Advisors

Advisors should fill three roles. They should serve as a resource, providing information about university programs and institutional requirements to assist students in developing the most coherent plan for their college years. Second, they should serve as a link between students and the university community, referring them to areas of assistance and familiarizing them with the resources provided by the institution to meet their needs and goals. Finally, advisors should assist students in understanding the nature and purpose of higher education and help them develop self-direction in decision making.

303.1.2 Responsibility for Advisement

Advisement for students who are in their freshman and sophomore years is generally provided by professors trained to do general advising. Juniors and seniors are normally advised by faculty members in their major areas.

304.0 Protecting Student Information

Faculty have access to student information used for grading, advisement, counseling, and monitoring progress toward graduation. Much of this information is confidential in nature and must be protected from nonconsensual disclosure to comply with the *Family*

Educational Rights and Privacy Act of 1974. Faculty should be familiar with and follow the major components of the *Family Educational Rights and Privacy Act (FERPA)*. Under this act, Faulkner is required to notify its students annually of the types of records maintained and the office responsible for such records. This notification is done by means of the *Student Conduct Code*, containing detailed information on the records maintained. Directory information consists of name, post office box, telephone number, date and place of birth, major, participation in activities, weights and height of members of athletic teams, dates of attendance, degrees and awards received, and the most recent educational institution attended is considered public information and will be released to those requesting such information, unless the student has specifically requested that information in this category be restricted. Any student may present a written request to the Registrar that such information not be released. However, requests that directory information be withheld from a written publication must be received in sufficient time to prevent a delay in processing that publication. Any student has the right to inspect and review his/her educational record, meaning any record maintained by or for Faulkner University that contains information directly related to the student. Any student desiring to inspect his/her educational record should consult the Registrar's office. Release of personally identifiable information will not be allowed without the written consent of the student except in limited circumstances, including the following:

Faulkner personnel, where such persons have a legitimate educational interest and demonstrate a need to know to the official responsible for the record;

- officials of other schools where the student seeks to enroll;
- representatives of federal and state agencies authorized by law to have access to education records;
- appropriate persons in connection with a student's application for or receipt of financial aid;
- state and local officials to whom information may be released pursuant to certain state juvenile justice statutes;
- organizations conducting studies for educational institutions or agencies;
- accrediting organizations;
- necessary persons in emergency situations to protect health and safety;
- or persons designated in valid subpoenas or court orders.

Since posting of grades by student names and/or by ID numbers or Social Security numbers would be considered release of personally identifiable information, faculty should not post grades in this way.

Questions concerning the confidentiality of information should be referred to the Registrar.

305.0 Students With Disabilities

Faulkner is committed to providing an equal educational opportunity for all qualified students with a disability. Services are offered Project Key. Students must submit documentation meeting state standards to qualify for services and accommodations. Upon completion of the eligibility process, students furnish faculty with an accommodation letter outlining the accommodations that must be provided. Faculty who feel that accommodations violate academic integrity should contact the director of Project Key.

- No accommodations should be provided until a student presents a valid accommodation letter.
- Test proctoring services are provided for faculty who cannot provide them.
- In rare cases, classes may be moved to accessible buildings.

306.0 Detail Class List or Summary Class List and Grade Books

Faculty may obtain their detail class list or summary class list from Regent. New faculty should contact the Office of Data Management (7227) for required training before access is given to Regent.

Faculty are not authorized to transfer students to other classes or otherwise adjust schedules, but they may make recommendations for such adjustments to the student's advisor. To receive credit for a course, a student must register officially for the course through his/her faculty advisor. Students are held accountable for all courses for which they register unless they officially withdraw. The following suggestions may be helpful in determining a course of action for students who are on the class list but are not attending the class. If a student stopped attending class, the faculty member should assign a grade of "F". If a student has never attended the class, the student should be verified as not attending through the Financial Aid office prior to the 10th class day. The student will automatically be deleted from the course by the Office of the Registrar once he or she is reported by the instructor as not attending. If the student withdrew before the last day to drop without academic penalty and was passing, the student may be assigned a "W."

Based on federal and state statutes of limitations, faculty should retain all grade books for at least two years. Copies must also be submitted to the respective dean. Upon retirement, resignation, or termination, faculty should leave the previous two years' grade books with the department chair. Faculty who do not return final examinations to students should retain the exams for two years; upon retirement, resignation, or termination, faculty should leave graded final examinations for the previous two years with the department chair.

307.0 Attendance

Students are expected to attend all classes and maintain less than 25 percent absences, per university policy. Each professor has the responsibility for setting specific policies concerning class attendance beyond the 25 percent rule, including whether they will accept excused absences and whether they will allow work missed to be made. **Faculty are required to excuse absences and to allow students to make up work missed, under the following conditions:**

- 307.1** Illness is verified in writing by a physician or the college nurse *at the first class meeting after the absence*. Appearance of the student at other activities the day or evening of the absence can invalidate the excuse. The instructor's syllabus must contain specific requirements regarding make-up due to illness.
- 307.2** Sponsor and/or Vice President for Academic Affairs presents written verification, with the approval signature of the Vice President for Academic Affairs, to the instructor *prior* to absences for athletic, musical, theatrical and any other absences where the student represents the university. The student is responsible for any missed instruction or assignments.

The handling of any other absences and makeup work is at the discretion of individual instructors. At the beginning of the term each instructor must distribute to students in each class a written statement detailing his/her attendance policy and specifying how absences affect grades in the class. This information must be presented in the course syllabus.

Instructors are required to keep an accurate record of class attendance in keeping with the attendance policy in the class syllabus, to report absences on the final grade sheet. Instructors are encouraged to notify the Director of Student Success when a student's absences place him/her at academic risk.

Each instructor determines the penalty for absences from his/her class.

For Financial Aid reasons, attendance of all students will be officially verified following the first week of classes. Faculty should submit student attendance verification through financial aid. Students who have been recorded as “not attending” may not receive their financial aid and will be dropped from the class roster.

308.0 Statement of Course Requirements

According to the Standards of the College Delegate Assembly of the Southern Association of Colleges and Schools, “The process of instruction should be organized so that students and faculty have a clear idea of the aims and the requirements of each course and the method of evaluation employed.” In keeping with this philosophy, faculty are required to provide a written description of course policies be prepared by each instructor and distributed to the class on the first class day. All syllabi must maintain the course objectives and learning outcomes posted for the course in Outlook.

Faculty are traditionally granted the right to exercise a great deal of freedom in both methods of teaching and course requirements, and in the spirit of fairness to the student as well as the protection of the faculty member, a written statement must contain all of the following:

309.0 Final Examinations

Final examinations must be given in all courses. University policy also requires that examinations must be held as scheduled unless authorized by the Dean of the appropriate college.

309.1 Policy for Changing a Student’s Final Examination

A change in a student’s final examination schedule will be approved only for emergency reasons, such as serious illness (a note from Health Services or family physician is required) or the death of an immediate family member (a letter or phone call from a parent, guardian, or physician is required). Letters and phone calls should be directed to the appropriate faculty member.

Final examination schedules will not normally be changed for any of the following reasons: wedding of the student, relative, or friend; part-time or full-time job or job interview; internship or field study; vacation; graduation of relative or friend; convenience of travel schedule; or only one final examination remaining at the end of

the week. Exceptions to these guidelines can be made, but should be based on a very compelling case.

Using these guidelines, the student may submit a request to reschedule a final examination to the instructor, who, with approval of the department chair, has authority to reschedule the final examination to a new time not conflicting with other regularly scheduled examinations or classes if he or she desires.

309.2 Policy for Changing a Student's Final Examination If There is a Conflict

A conflict is defined as three exams in a calendar day or two exams at the same time. Conflict periods are scheduled at the stated times in the semester exam schedule, which can be accessed at <http://www.faulkner.edu/academics>

310.0 Grading System

All grading shall be on a 4.0 grade point average system. The following grades are approved for use in the determination of the grade point average (GPA):

<u>Symbol</u>	<u>Explanation</u>	<u>Grade Points</u>
A	Excellent	4.0
B	Good	3.0
C	Satisfactory	2.0
D	Passing	1.0
F	Failure	0.0

The following symbols are approved for use in the cases indicated, but will not be included in the determination of the grade point average:

<u>Symbol</u>	<u>Explanation</u>	<u>Grade Points</u>
I	Incomplete	0.0
S	Satisfactory	0.0
U	Unsatisfactory	0.0
AU	Audit	0.0
W	Withdrew	0.0
NC	Failing, non-credit course	0.0

311.0 Incompletes

An incomplete grade ("I") indicates that the student was doing satisfactory work, but was unable to meet the full requirements of the course due to non-academic reasons.

It is the student's responsibility to contact the instructor to complete the remaining requirements of the course. The student should not re-register for the course. An "I" should be removed during the following semester, but the instructor may allow the student up to one calendar year to remove the Incomplete. If the "I" is not satisfactorily removed by the end of the next semester, it will be changed to an "F" by the Office of the Registrar. The instructor may allow the student up to one calendar year to remove the Incomplete, but it is the instructor's responsibility to contact the Registrar's Office if he grants time beyond the following semester.

312.0 Independent Studies

Independent/Individualized Study may be offered to students when class conflicts arise. However, a student will be allowed only two individualized/independent studies unless approved by the dean of the academic college from which the student is graduating.

313.0 Grade Reporting

Before the mid-point of each semester (and before the last day to drop without academic penalty), faculty must submit a progress grade for every student. These mid-term grades are submitted through Regent using the Mid-Term Grades form.

At the end of the semester, a full report showing courses taken and grades earned is made available to each enrolled student through the Faulkner Student Network student information system. All final grades must be entered on Regent as scheduled by the Registrar's Office.

314.0 Academic Honesty

314.1 University Policy on Academic Dishonesty

Higher education is guided on the principles of academic integrity in the classroom. Without academic integrity and honesty, the learning process is compromised and the emphasis is on the grade, not the learning the grade is supposed to represent. Therefore, establishing academic integrity in the classroom is of significant importance to the faculty of Faulkner University.

Students should have a clear and unambiguous understanding that there are consequences associated with violating the academic integrity standards of Faulkner University. Academic dishonesty is not just a matter between the instructor and the student. Students have an interest in preventing their colleagues from fraudulently obtaining grades that might affect their academic standing. Some forms of academic dishonesty require the University to respond with severe disciplinary sanctions, up to and including suspension or expulsion. When students violate the academic integrity standards of the University, it is imperative that incidents of academic dishonesty become part of the student's disciplinary record. During the first week of classes, each instructor will discuss with students the university policies in regard to dishonesty and the limits the instructor sets for students to work together on assignments.

314.1.1 Any student whom an instructor suspects of dishonesty will be asked into the instructor's office for a confidential session. If cheating is proved or is admitted, the penalty stated below will be applied:

314.1.1.1 On the first offense, the student will receive a zero (0) for the examination or assignment.

314.1.1.2 On the second offense in the same class, the student will receive an "F" for the course

At any stage in this process the student may appeal to the Welfare Committee for a hearing. Welfare Committee decisions can be appealed to the president of the university.

314.2 Cheating includes (but is not limited to):

- Submitting material that is not yours as part of your course performance.
- Using information or devices that are not allowed by the faculty.
- Obtaining and using unauthorized material.
- Fabricating information, research, and/or results.
- Violating procedures prescribed to protect the integrity of an assignment, test, or other evaluation.
- Collaborating with others on assignments without the faculty's consent.
- Cooperating with or helping another student to cheat.
- Any other forms of dishonest behavior

314.3 Plagiarism includes (but is not limited to):

- Directly quoting the words of others without using quotation marks or indented format to identify them.
- Using published or unpublished sources of information without identifying them.
- Paraphrasing material or ideas without identifying the source.
- Unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic material.

A student cannot drop a course in order to avoid being charged with academic dishonesty.

315.0 Student Grade Appeal

The evaluation of the quality of a student's performance is the prerogative of the instructor. Nothing stated below is intended to place a limitation on this prerogative, and the instructor will be involved in the review at each stage in the appeal process. All grade appeals should be viewed as confidential matters between the student, the instructor, and the appropriate administrators.

If a student does not understand the reason for a grade, it is the student's responsibility to consult the instructor of the course about the grade. If after such consultation the student does not agree with the basis on which the grade was assigned, the student may initiate an appeal according to the procedures given below. The burden of proof will rest with the student. There are four stages of appeal available to a student, and they must be followed sequentially.

Stages Two through Four must be completed during the term immediately following the term in which the grade was assigned unless an extension is authorized by the Vice President for Academic Affairs. At the completion of each stage of the appeal, the student is to be notified of the decision in writing.

315.1 Procedures for Student Grade Appeals

315.1.1 Stage One

An appeal must be initiated within 14 working days after the posting of grades for the term for which the grade was awarded. The student should petition the instructor in writing, giving salient reasons for the grade appeal. The student should retain a copy of the written appeal for personal records.

315.1.2 Stage Two

If the student is not satisfied after review by the instructor, the student shall consult the department chair or appropriate director and submit a copy of the written appeal. The department chair or director will attempt to resolve the grade appeal. The chair will meet with the instructor and may consult with other persons who have relevant information.

315.1.3 Stage Three

If all efforts to resolve the grade appeal at the departmental level are unsuccessful, the student may submit the written appeal to the dean of the appropriate college. The dean will examine the appeal and other pertinent materials submitted by the student. The dean will meet with the instructor and also may request from the instructor materials deemed relevant. In an attempt to resolve the grade appeal, the dean may interview the student, instructor, and others who may have pertinent information.

315.1.4 Stage Four

If all efforts to resolve the grade appeal at the college level are unsuccessful, the student may submit the written appeal to the Vice President for Academic Affairs. The Vice President will examine the appeal and other pertinent materials submitted by the student. The Vice President will meet with the instructor and also may request materials deemed relevant. In an attempt to resolve the grade appeal, the Vice President may interview the student, instructor, and others who may have pertinent information.

316.0 Disruptive Behavior:

Any student, faculty member, administrator, or employee, acting individually or in concert with others, who clearly obstructs or disrupts, or attempts to obstruct or disrupt any teaching, research, administrative, disciplinary, or public service activity, or any other activity authorized to be discharged or held on any campus of Faulkner is considered to have committed an act of gross irresponsibility and shall be subject to disciplinary procedures, possibly resulting in dismissal or termination of employment.

400: Administrative Details

401.0 Faculty Meetings

University faculty meetings for the undergraduate faculty are routinely held on the first Friday of the month. Agenda items are due in the office of the Vice President for Academic Affairs by noon at least one full day before a meeting. Special meetings are called when needed.

- 401.1** A minimum of one faculty meeting per semester is scheduled for a presidential update and/or participation of other administrators.
- 401.2** All full-time undergraduate faculty members are expected to attend all faculty meetings.
- 401.3** A faculty member is responsible for becoming informed of the substance of any meeting missed.

402.0 Mail

All faculty members must secure a mailbox in the Faulkner University mailroom. Boxes should be checked frequently for inter-office mail as well as for outside mail.

403.0 Office hours

Faculty members are expected to schedule a minimum of ten hours a week, beginning in August and continuing through spring graduation, to be in their offices to be available to students. Office hours are to be posted on the office door and are also to be submitted to the appropriate dean. If at any time a faculty member cannot be in his/her office at the designated time, a notice must be posted on the said door. Unoccupied offices should be locked at all times.

- 403.1** Faculty members are encouraged to schedule appointments at other hours which are mutually convenient for themselves and students, especially for evening students.
- 403.2** Faculty members are required to maintain a minimum two hours each Friday.
- 403.3** Hours *must* be listed on a course syllabus.

404.0 Intellectual Property and Copyright

Faulkner University adopted an Intellectual Property Policy and a Copyright Policy in the Spring of 2008. A copy of each policy may be obtained from the IRB or C.A.R.E.

An employee or student wishing to receive the University's support for a work of creativity, research & publication, invention or patentable idea must comply with the following procedures.

- 404.1** The employee or student must create a research proposal;
- 404.2** The employee or student must complete the "Proposal for Research IRB Form"
- 404.3** If an employee with teaching duties, the employee must present the proposal to the department chair and receive the approval of the department chair. The department chair and the employee will work together with respect to release time, payment, course loads and budgeting;

- 404.4** The employee or student must present the proposal, complete with all administrative forms and cover sheets to the Institutional Review Board. The Institutional Review Board will not accept incomplete applications for processing;
- 404.5** The research proposal complete with all completed administrative forms and cover sheets must be submitted to the Institutional Review Board by September 1 in the calendar year preceding the budget year in which the University's assistance is requested. For example, if an employee wanted release time during the 08-09 budget year, complete proposals must be submitted by September 1, 2007;
- 404.6** The Institutional Review Board will review all proposals and accept or reject the proposal within 90 days. All proposals, even those submitted by the September 1 deadline, will be reviewed by the Institutional Review Board and accepted or rejected within 90 days, or in any event, no later than December 1 of the calendar year in which the proposal is made;
- 404.7** The Institutional Review Board will report all of its findings with respect to proposals to (1) the Academic Vice President, (2) the employee, and (3) the Department Chair of the department in which the employee teaches.

Projects conducted by students and faculty or employees as a part of formal instruction or thesis projects are considered personal research, are outside the scope of official duties and responsibilities and programming, and are the personal property of the individual, unless such thesis projects are conducted as a part of a contractual research effort or attributable to, or supported by the University.

Specifics may be obtained via Outlook.

405.0 Procedures for Modifications to this Handbook

- 405.1** Any member of the faculty, administration, or other full-time employee of the university may submit a request(s) for amendment, change or updating of the *Faculty Handbook*.
- 405.2** The *Faculty Handbook* may be officially amended, changed, or updated only when the following procedures are followed in the proper *sequence*.
- 405.3** *Any request for any change to the Faculty Handbook* must be presented to the Vice President for Academic Affairs.
- 405.4** Any request must be presented in writing, and must be signed by the one making the request.
- 405.5** The Vice President for Academic Affairs will present the recommendation to the university faculty with or without recommendation or comments.
- 405.6** The recommendation may be deliberated by the faculty members present and voting in an officially convened meeting of the university faculty. It may be approved, denied, modified, tabled, or treated as any other motion before the body.
- 405.7** If the recommendation (as presented, or as amended) is affirmatively approved by vote of the faculty members present and voting in an officially convened meeting of the university faculty, the Vice President will present the recommendation to the President and/or the President's Cabinet for deliberation.

405.8 If the recommendation is approved by the President, the Vice President will notify the faculty of its adoption, and will cause copies of the amendment to be distributed to those who possess copies of the *Faculty Handbook*.

500: Services

501.0 EFC

EFC handles all computer usage including updating of hardware and software for all computers on campus.

502.0 Cafeteria

The cafeteria operates during the fall and spring semesters and provides meals for students, faculty and staff. Discount cards may be purchased for use by faculty in the cafeteria.

503.0 Bookstore

Follett Bookstore is located adjacent to the J.L. Perry Cafeteria. All textbooks must be ordered through the bookstore.

504.0 National Maintenance

Maintenance and cleaning services for campus facilities and phone services are provided by National. Work orders can be accessed via Outlook.