

University of South Carolina Beaufort



Faculty Manual

Approved by USC Board of Trustees

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PREAMBLE

This Faculty Manual of the University of South Carolina Beaufort (hereafter referred to as USCB) sets forth the institution's policies and procedures regarding the faculty, their rights and their responsibilities. The Manual articulates the contractual elements that define the employment relationship between faculty and the university, including the responsibilities, benefits, and privileges of faculty status. Evaluation, tenure and promotion, and grievance procedures are also contained herein. In addition to these items, the Manual confirms the authority of faculty to participate in the governance of the university specifically with regard to all academic matters. The Manual also defines the Faculty Senate.

The Board of Trustees of the University of South Carolina ultimately approves the Manual and amendments made to it. Amendments to the Manual are generally presented for the consideration and approval of the faculty and the administration before submission to the Board of Trustees. Proposals for amendments originate in the Faculty Senate and require a two-thirds vote of the voting membership present when a quorum exists. Once approved, proposals for amendment are submitted to the Chancellor, the President of USC, and the Board of Trustees, respectively, for final acceptance and adoption.

FACULTY POWERS

The Board of Trustees is the governing body of the university, and it delegates to the President and the faculty their powers. The faculties of the Aiken, Beaufort, Columbia and Upstate campuses, subject to the review of the appropriate Chancellors, the President, and the Board, have legislative powers in all matters pertaining to standards of admission, registration, requirements for and the granting of earned degrees, curriculum, instruction, research, extracurricular activities, discipline of students, educational policies and standards of the university, and all other matters pertaining to the conduct of faculty affairs, including the discipline of their own members.

Proposals from any academic department that pertain to the faculty's legislative competency shall be forwarded to the Board by the President only after such proposals have been considered by the appropriate faculty committees and shall be accompanied by the legislative judgment of the Faculty Senate as appropriate.

As such occasions arise, faculty members have the opportunity to consider the appointment of all principal academic officers of USCB and, through an appropriate committee, communicate their views to the Chancellor. The faculty shall also communicate, through an appropriate committee, their views concerning the selection of the President of the University and the Chancellor of USCB.

SECTION I: FACULTY TITLES APPOINTMENTS

UNCLASSIFIED FACULTY ACADEMIC TITLES

Academic titles apply specifically to unclassified academic positions. USC Beaufort recognizes the following academic titles among those that are commonly used in public institutions of higher education in the United States.

TENURE-TRACK POSITIONS

Assistant Professor

Assistant professor is a regular full-time, tenure-track appointment of a person who holds the earned doctorate or its equivalent and who possesses strong potential for development as a teacher and as a scholar. A faculty member cannot be promoted to the rank of assistant professor. He or she must compete for this position in a nationally advertised search.

Associate Professor

Associate professor is a regular full-time, tenure-track appointment of a person who holds the earned doctorate or its equivalent and who possesses strong potential for further development as a teacher and a scholar. (For more information, see Section IV: Tenure & Promotion)

Professor

Professor is a regular full-time, tenure-track appointment of a person who holds the earned doctorate or its equivalent and has at least nine years of effective and relevant experience. Professors should have achieved professional recognition in their fields.

NON-TENURE TRACK APPOINTMENTS

Instructor

Instructor (or instructor librarian) is a full-time appointment of a person who holds at least the master's degree and has a minimum of 18 hours of graduate coursework in the field in which he/she teaches. Appointment is on an annual basis and not in the tenure track. Service under such an appointment is not considered part of a probationary period for tenure considerations.

Senior Instructor

Senior Instructor (or senior instructor librarian) is a full-time appointment of a person who has held the rank of instructor (Instructor Librarian) or above at USCB for a minimum of six consecutive years. Initial appointment to Senior Instructor (Senior Instructor Librarian) must be by promotion from the rank of Instructor (Instructor Librarian). The candidate initiates the process by requesting promotion through the job performance reviewer and submitting an application containing at least a cover letter and annual evaluations from the previous six years. Upon recommendation of the job performance reviewer, the Executive Chancellor for Academic Affairs

(hereafter referred to as EVCAA) reviews the application and makes the determination for promotion. Appointment may be on a multi-year basis and service under such an appointment is not considered part of a probationary period for tenure consideration.

Visiting Professor

Visiting professor is a temporary appointment to teach full-time, usually for no more than one or two years, of one who holds or has held academic rank or high professional status elsewhere. The individual is assigned rank in accordance with previous training and experience. The term "Visiting" will precede the assigned rank. Appointment is on an annual basis and service under such an appointment is not considered part of a probationary period for tenure consideration. All visiting faculty positions and appointments are reviewed and voted upon by faculty in the discipline being considered. The department chair reviews the proposed visiting position and sends his/her recommendation along with the departmental faculty recommendation to the EVCCA. Except under extraordinary circumstances, full-time one-year visiting appointments may be renewed no more than twice for a total of three consecutive years.

Research Professor

Research Professor is a full-time appointment held by an individual engaged primarily in research. The Research Professor must possess the earned doctorate and have acquired considerable experience in the research field. Research Professors are appointed on a temporary basis and service under such an appointment is not considered part of a probationary period for tenure consideration. This title can be expanded to Research Assistant Professor or Research Associate Professor as appropriate to the status of the individual

HONORARY POSITIONS

Artist/Writer/Scholar-In-Residence

Upon recommendation by the appropriate academic department, the EVCAA may appoint distinguished artists, writers, poets, and scholars to the special faculty status of Artist/Writer/Scholar-in-Residence. Such appointments are term contracts that may be renewed at the initiative of the EVCAA in consultation with the department chair. This appointment does not accrue time towards tenure, promotion, or sabbatical leaves. Individuals holding this appointment are considered honorary members of the Faculty Senate and may become voting members of this body by annual vote of the membership.

Professor Emeritus

The title of "Professor Emeritus" is awarded to tenured, assistant or associate professors of the university faculty at the time of their retirement provided that: a) they have reached age fifty-five, and b) they have served the University of South Carolina a minimum of twelve (12) years.

Distinguished Professor

The title of “Distinguished Professor” is awarded to tenured, full professors of the university faculty during their final year of service at the University of South Carolina.

Distinguished Professor Emeritus

The title of "Distinguished Professor Emeritus" is awarded to tenured, full professors of the university faculty upon their retirement. The word “Emeritus” is added to their “Distinguished Professor” title at the end of their final year of service in the USC System.

FACULTY APPOINTMENTS

The faculty of a department consists of its Professors, Associate Professors, Assistant Professors, Instructors, and Research Professors. In the absence of special arrangements, employment of the members of the faculty is for a period of nine months beginning August 16 and continuing to May 15.

Eligibility

Individuals appointed to a tenure track faculty position must have obtained a terminal academic degree appropriate to the field (normally a doctorate). When authorized by the EVCAA, exceptions may be appropriate in certain professional fields for candidates with the clear equivalent in professional experience. Requests for exceptions to this policy are forwarded from the search committee to the EVCAA for approval before an offer is made to the candidate.

Search Committee Selection and Appointment

When it has been established by agreement of the Chancellor and the EVCAA that a vacancy exists, the EVCAA of Academic Affairs initiates the search process. The EVCAA assembles a search committee consisting of three faculty members recommended by the department (from within the department in which the vacancy has occurred) and one faculty member from outside the department. The search committee, in conjunction with the appropriate department chair, writes a position description, subject to the approval of the EVCAA. All vacancies are advertised in accordance with the published affirmative action and equal opportunity guidelines of the university.

Hiring Process

After interviews have taken place and candidate selections made in consultation with the departmental faculty, the committee votes upon recommendations. The chair of the search committee forwards a ranked list of three (3) candidates to the department chair. The offer should be presented based on the order ranked. Offers of tenure or rank at the associate or full professor level must be approved by the Tenure and Promotion Committee.

The letter of appointment is written by the EVCAA. Should the candidate reject the offer, all documents are retained for file by the EVCAA. In this case, the offer can be made to subsequent candidates.

Once selected for hire, faculty members receive a letter of appointment from the EVCAA containing the following information:

- Title of academic appointment
- Department in which appointment is being made
- Term and dates of employment (semester, beginning and termination dates, if appropriate)
- Contingencies, if any, associated with offer, e.g., withdrawal of offer if degree not obtained prior to a certain specified date, etc.
- Special circumstances, if any, appropriate to the offer, e.g., promises of equipment, moving expenses, etc.
- Salary and basis
- Statement that appointment is or is not in the tenure track
- Statement of offer of credit toward tenure and promotion, if any, to be awarded for prior service
- Statement that academic credentials must be verified
- Request for a written acceptance of the offer, by a specific date if desirable

Compensation

Compensation is determined by the requirements of the position, the rank, the experience of the candidate, and the average pay scale of peer institutions for individuals employed in the same or similar positions at institutions of higher education of like size and mission. In the event that employment turns out to be for one semester only, either fall or spring, the salary is one-half the nine-month salary.

Reappointment and Non-Reappointment

Within the probationary period, all faculty appointments are on an annual basis. The termination of an appointment prior to its scheduled expiration shall only be for cause. What constitutes cause and the procedures to be followed are those set forth in the provisions for termination of tenured faculty. If an appointment is not to be renewed, adequate notice will be given. (For more information, see Section VI: Separation.)

Non-Tenure Track Faculty Appointments

Appointments of non-tenure track faculty are made in writing and specify the beginning and ending dates of appointment. Appointments terminate on the date specified and no further notice of non-reappointment is required. If a non-tenure track faculty member is appointed without a specified ending date, notice of non-reappointment is given in writing to the faculty member at least twelve months prior to the termination date.

Service under such an appointment is not considered part of a probationary period for tenure consideration.

Endowed Chair Appointments

Awards for endowed chairs are intended to attract, retain, and reward faculty members with records of outstanding and continuing achievement in scholarship, teaching, service, creative or artistic accomplishment.

When endowed chairs are created, the faculty in each discipline or department in which the endowed chair is being created participate in determining the terms, conditions, and search procedures for the endowed chair. The Faculty Senate approves all proposed endowed chairs.

Criteria for Appointment and Reappointment

- Faculty member's compatibility with the needs of the academic program
- Quality and number of scholarly and/or creative works
- Enhancement of the university's reputation through regional, national, and international recognition of the professional work
- Quality of university teaching
- Service to the university and to the profession which distinguishes the individual and university.
- Appropriate professional and personal conduct
- Rank, normally, of full professor at USCB or eligible for initial appointment at that rank.
- For reappointment, evidence of the faculty member's continuing to meet the same high standards as required for the initial appointment. Appointment or reappointment to an endowed chair or named professorship should not be made merely as a reward for long service, however devoted
- Reappointment by the Chancellor upon the recommendation of the EVCAA of Academic Affairs.

Duration and Conditions of Appointment

Endowed chair appointments are made for three-year terms. Although the donor's wishes and preferences will be honored in establishing the conditions of the chair, these preferences must be compatible with the academic integrity, the needs, and the goals of the discipline receiving the chair. All appointments are made in accordance with affirmative action and equal opportunity policies of the university.

Appointing a Faculty Member to Fill a Chair

When vacancies exist, or new endowed chairs are created, the EVCAA announces the vacancy and solicits nominations for the endowed chair from departmental faculty in which the chair vacancy occurs. Vacancy notices must provide a two-week time period for nominations to be solicited. Any member of the faculty may make nominations. Self-nominations are also accepted for review.

The file of each nominee for an endowed chair is reviewed by an Ad hoc committee, the size and composition of which is determined by the faculty of each department. Each committee normally consists of at least five tenured members from the appropriate discipline or related disciplines as necessary. The committee forwards its appointment recommendations in writing, along with the

files of the recommended nominees, to the EVCAA. When there are multiple qualified nominees, the committee may, but is not required to, rank the nominees in order of the committee's preference. The Chancellor awards endowed chairs, except when that authority has been reserved by the Board of Trustees.

ADMINISTRATIVE / TEACHING APPOINTMENTS

Full-time administrative / teaching appointments are those with a contract period of eleven or twelve months and a combination of teaching and administrative duties.

Department Chairs

Responsibilities

In general, the department chair, in accordance with the institutional mission, is responsible for the implementation of university policies as they apply to the affairs of the department, recruiting and evaluating faculty, encouraging faculty development, reviewing curricula, arranging departmental meetings, administering the summer program for the department, conducting assessment, and planning for the future of the department. Specific duties are assigned by the supplements and/or release time in proportion to their administrative responsibility.

Eligibility

The position of department chair is an academic appointment, and tenure-track, full-time faculty within a department are eligible to apply for the position. However, except in circumstances the EVCAA deems extraordinary, department chairs are expected to be tenured at the time the appointment takes effect.

Duration of Appointment and Evaluation

Department chairs are normally appointed on an eleven-month annual basis and serve for three year terms. The standard teaching load consists of a one-course reduction per semester. After completing an initial three-year term, a department chair may be reappointed for up to two (2) additional terms by the EVCAA, in consultation with the faculty members of that department, with Faculty Senate voting rights, who are polled on whether they “recommend” or “do not recommend” to the EVCAA. In regard to salary supplement and teaching load, department chairs shall receive salary reappointment. The poll is conducted by secret ballot with the Department Administrative Assistant collecting and counting the votes.

All individuals in administrative positions serve as administrators at the pleasure of the appointing authority. The appointment of a department chair may be terminated by the EVCAA with the approval of the Chancellor and the President.

Selection and Appointment

The selection of a department chair and the evaluation of performance in that office are matters requiring the joint consideration of the faculty and administration. Decisions on whether to limit department chair searches to internal or external candidates shall be made jointly by the EVCAA and those departmental faculty who are voting members of the Faculty Senate. If the EVCAA and the aforementioned faculty are unable to agree, the decision will be made by the Chancellor.

Internal Election

If an internal election is preferred, official notification of the opening is made by the EVCAA who provides instructions on how to apply or make a nomination. The notification lists specific qualifications that are limited to those necessary for the job. At least two persons are considered for every opening unless only one has the necessary qualifications.

All full-time tenure-track faculty members within the department may participate in the election of a department chair. The election is held by secret ballot with the departmental administrative assistant collecting and counting the votes. The EVCAA makes the final appointment.

External Search

In the case of an external search, tenure-track faculty members of the department form a search committee consisting of three faculty members nominated by their peers from within the department and one faculty member from outside the department nominated by the faculty members from within the department. Any tenured faculty member in the department may also serve as an additional voting member. The EVCAA is notified of the committee membership and may recommend an additional member if he/she so chooses. The search committee makes recommendations to the EVCAA after following the standard procedures required for any tenure track faculty search.

The search committee ranks acceptable candidates and forwards their names along with all supporting materials to the EVCAA who then recommends an appointment and forwards all materials to the Chancellor along with his/her own recommendations. The Chancellor either approves an appointment from the ranked committee list or asks the search committee to submit additional names. (For related university policies, see Appendix III)

SECTION II: FACULTY RESPONSIBILITIES

TEACHING

The teaching responsibilities of the faculty are the most important areas of university life. Members of the USCB faculty communicate knowledge of their academic fields in formal classroom and teaching-laboratory settings. They organize and manage courses of study, present capably the content of those courses, and assess fairly the progress of students. Further, as professional educators, they demonstrate a commitment to scholarship and academic service. Since the ultimate goal of teaching is to convey knowledge, faculty members strive continuously to improve the lines of communication with students, professional colleagues, and members of the community.

The USCB administration aids faculty members in reaching their goals of outstanding teaching by protecting the integrity, autonomy, and primacy of the classroom and laboratory, and by providing tangible support for teaching effectiveness and instructional innovation. (For examples of activities in this area, see Section IV—Promotion and Tenure)

Student evaluations of teaching for all courses are distributed to students via email by the Office of Institutional Effectiveness and Research.

Teaching Loads

The normal teaching load is four courses or twelve credit hours per semester. Faculty may request a reduced teaching load in exchange for scholarship opportunities or special assignments. Department chairs are responsible for reassigning courses and ensuring that the curricular needs of the students are met.

Regular semesters usually last sixteen weeks, with the three-credit hour classes meeting twice a week for 1-1/4 hours per session or three times a week for 50 minutes per session. In an eight week semester, classes meet twice a week for 2 ½ hours per session. Some sixteen week courses are offered once per week. These classes meet for 2 ½ hours each week. Instructors keep classes for the full class period allowing for a short break during the longer 2 ½ hour sessions. Two eight-week classes are held during each regular semester for the military program and the downtown Beaufort evening program and are designated in the Schedule as “Fall or Spring I or II” classes.

Other semester formats occur in Maymester and in summer. Month long Maymester classes are used to accommodate special topics, travel studies and some other program studies. Summer classes at USCB are five, eight or ten weeks in length to conform to the military program or the Summer semester.

Overloads

Although highly undesirable, it may be necessary to request full-time faculty members to accept teaching assignments that are in excess of their normal teaching load. Overloads are not permitted except in emergency situations. In such cases, the following actions should occur: the department chair must first ascertain that no part-time faculty members are available to teach the course and that it is not practical for the faculty member to teach an “underload” the following regular academic semester. Once a faculty member accepts the overload, compensation received shall be equivalent to summer pay per credit hour for full-time faculty.

A faculty member may refuse a request to teach an overload. Such a refusal shall not be considered in any merit or performance evaluation (e.g., promotion and tenure, merit raises, etc.)

Summer Sessions

Offers of summer school teaching and compensation are contingent upon enrollments. In the case of faculty hired after September 1, 1973, such offers are not guaranteed and are made at the discretion of the department chair and the EVCAA. Normal compensation per course is 2.5 percent per credit hour of the previous academic year’s salary.

Teaching Load Reductions

Scholarship and University Duties

Faculty members who receive a reduction in teaching in order to conduct scholarship or perform university duties are not normally permitted to earn additional compensation for teaching. Exceptions require the approval of the department chair and EVCAA.

Independent Studies

Faculty members accumulate credit toward the reduction of teaching loads when they offer independent study or individual research courses. The completion of ten (10) credit hours results in a load reduction of one (1) course credit hour, or thirty (30) credit hours for a three (3) hour course. A record of all such courses taught is kept by the faculty member and verified by the department chair. No reduction is granted for summer sessions. For any given semester, the administration may refuse to grant a faculty member’s request for a reduced load due to budgetary or scheduling problems. However, if the request is granted, it must be granted at some point within two years after it has been submitted.

There will be written guidelines for all independent study type courses offered at USCB.

The guidelines may be written at the departmental or discipline level. All independent study guidelines should require a formal written application. The application should:

- 1) be prepared by the applicant with approval of the supervising professor in consultation with the student’s academic advisor;
- 2) be approved by an appropriate departmental committee (where applicable) or department chair;

- 3) be completed and fully approved prior to registration for the course;
- 4) include a clear description of the project (the amount and type of work to be completed), the credit hours to be earned, and the time for completion of the project;
- 5) be filed with the department office and the Registrar.

SCHOLARSHIP

In addition to communicating the knowledge of their academic areas of expertise in the classroom, faculty members also contribute to their areas of specialty through scholarship. Scholarship is regarded as an indispensable adjunct to high quality education for undergraduate students. Scholarly activities conducted at the university are devoted primarily to supporting the faculty member's competence and professional ability while expanding the horizons of knowledge. (For examples of activities in this area, see Section IV: Promotion and Tenure).

SERVICE

As members of the university community, faculty members are expected to participate actively in their chosen disciplines. This may take the form of involvement in service to the university, the teaching discipline or the profession, or the greater community when it is related to the faculty member's field of expertise or professional experience. Faculty members meet these responsibilities as they choose. They may not be compelled or committed by their supervisors to provide services to external groups against their will. As a part of their service, faculty members are actively involved in student advisement. They assume primary responsibility for advising students in their declared major fields, assisting them in both choosing and planning their undergraduate degree programs. (For additional examples of service activities, see Section IV: Promotion and Tenure).

SECTION III: FACULTY REVIEWS

GENERAL STATEMENT ON REVIEWS

Faculty members are reviewed in the following manner:

1. Annual job performance reviews for all faculty
2. Pre-tenure review for tenure-track (probationary) faculty, generally during the third year
3. Post-tenure peer reviews at least every six years for tenured faculty.

ANNUAL JOB PERFORMANCE REVIEWS OF FACULTY

For annual job performance reviews, the EVCAA evaluates the department chairs with input from department faculty. In addition, the EVCAA evaluates the library director. Department chairs evaluate all faculty members in their departments. The library director evaluates librarians. The EVCAA is responsible for the oversight of job performance reviews to ensure that an equitable evaluation process has occurred.

Definitions

The faculty of USCB recommends to the Administration that these definitions be used in the annual performance review process:

Exceeds Expectations

Exceeds Expectations is applied to those faculty members whose performance exceeds the expectations for their position. The quality of their performance is such as to make it worthy of special note. Their level of performance indicates extra thought, time, effort, and imagination. To receive an overall rating of *Exceeds Expectations* the faculty member must receive a rating of *Exceeds Expectations* in teaching and one other category and *meets expectations* in the remaining category

Meets Expectations

Meets Expectations is applied to those faculty members whose performance meets the requirements of their position. Faculty members considered effective are those whose performance meets the requirements of their position are considered meeting the expectations of their position. To receive an overall rating of *Meets Expectations*, the faculty member must receive a rating of *Meets Expectations* in all areas.

Does Not Meet Expectations

Does not meet expectations is applied to those faculty members whose performance fails to meet the requirements of their position. To receive an overall rating of *Does Not Meet Expectations*, the faculty member must receive a rating of *Does Not Meet Expectations* in any one of the categories.

Files

Faculty members are responsible for creating and maintaining current files for use in the annual review process. Files contain, in addition to the curriculum vitae, evidence of teaching effectiveness, scholarship, and service. Annual review files may contain a personal narrative statement (i.e., a self-evaluation of teaching philosophy, goals, objectives, responsibilities, and accomplishments).

Evaluation Timeline

Each year, the office of the EVCAA provides all faculty members copies of annual performance review criteria, procedures, forms, and definitions. The period of evaluation is defined as January 1-December 31 of the previous year. At the end of the review process, the job performance reviewer and the faculty member sign the completed evaluation form to show that a review has occurred. Signing does not imply agreement, and the faculty member is at liberty to challenge or reject the claims made on the form. All faculty members shall receive copies of their annual administrative evaluations.

Faculty Member's Response

Faculty members who dispute any part of the annual administrative evaluation may submit a rejoinder to the evaluation made by their job performance reviewer. This rejoinder, if submitted, must be attached to the annual written evaluation and a copy kept in the evaluator's confidential file. Faculty members disputing any part of their annual administrative evaluation may also choose to forward a documented appeal, including the evaluation and rejoinder, directly to the EVCAA for review. If so, the EVCAA will add his/her own comments and interpretation of the faculty member's performance citing supporting evidence if his/her evaluation differs from that of the job performance reviewer. Only after following this procedure may faculty members refer the matter to the Faculty Grievance Committee. For more information, see Section V: Academic Grievances.

FACULTY ANNUAL MERIT INCREASES

In order to qualify for annual merit pay increases, a faculty member must receive an overall rating of *Exceeds Expectations*.

Merit evaluations are based upon performance during the current academic year only. In the event that funds are not available in a given year for merit raises, a complete evaluation for that year should still be conducted and documented.

Faculty members dissatisfied with decisions affecting their salaries may forward a documented appeal directly to the EVCAA. Only after following this procedure may faculty members refer the matter to the Faculty Grievance Committee. For more information, see Section V: Academic Grievances.

PRE-TENURE REVIEW FOR TENURE-TRACK (PROBATIONARY) FACULTY

Peer review is integral to the process of overseeing a highly-qualified faculty and is required for all full-time tenure-track (probationary) faculty, regardless of rank. Tenure-track (probationary) faculty are reviewed by members of the Pre-tenure Review Committee, a subcommittee drawn from the Promotion and Tenure Committee on the three basic areas of faculty responsibility: teaching, scholarship, and service.

The Pre-tenure Review Committee does not rate faculty performance; this is the purpose of the annual administrative job performance reviews. Instead, the Pre-tenure Review Committee provides the faculty member with a written narrative review that highlights strengths and suggests areas for improvement regarding criteria for the award of tenure.

Procedures

Assistant or Associate Professors must be informed by the EVCAA of the date of their pre tenure review by the second semester of the year prior to the review year. The Pre-tenure Review Committee of the Promotion and Tenure Committee conducts the review. This committee makes a recommendation to the appropriate job performance reviewer as to whether or not the untenured faculty member is making adequate progress toward tenure in all three tenure criteria, or if corrective action is necessary. Faculty members undergoing tenure-track (probationary) peer review must follow the usual promotion and tenure file format, process, and calendar for submission of their portfolios. However, they need not solicit outside reviewers' statements or letters of support. No individual ballots are collected during the Pre-tenure Review Committee's review, and the file, supporting materials, and committee documents are not forwarded beyond the job performance reviewer level. Reviews must be completed by the final business day of November or March. The dates for the review completion are announced by the EVCAA.

In the course of the reviews, Pre-tenure Review Committee members may observe classroom teaching or in other ways observe the faculty member's activities and make their peer review in writing. Reviews may take various forms, but all should highlight strengths and/or provide suggestions for improvement in any of the three review areas (teaching, scholarship, and service).

As part of the review process, the chair of the Pre-tenure Review Committee drafts a review letter concerning the faculty member's progress toward meeting the three basic criteria (teaching, scholarship, and service) for tenure. The letter from the chair of the Pre-tenure Review Committee and the candidate's file are delivered to the appropriate job performance reviewer.

When the job performance reviewer receives the faculty member's review by the Pre-tenure Review Committee, a conference with the faculty member is scheduled to discuss the results of the peer review. The faculty member must receive a copy of the Pre-tenure Review Committee's written review at least three (3) days prior to the meeting. The tenure progress file must be returned to the faculty member after the conference but a copy of the Committee review letter must be retained in the faculty member's personnel file in the job performance reviewer's office.

POST TENURE PEER REVIEW

Post tenure review refers to the periodic review of tenured faculty. The overall goal of the post tenure review process is to conserve and enhance one of USCB's greatest strengths, its dedicated and talented faculty. In every stage of the review, the principles of academic freedom and due process are protected. This includes the freedom to pursue self-directed lines of inquiry, including those that may be novel, unpopular, unfashionable, or of extended duration.

A periodic review of tenured faculty offers three major benefits. First, it provides the opportunity to reward faculty for the sustained professional performance typical of tenured professors. Second, it provides a periodic occasion to examine broader patterns of career development than those visible in the annual report and to assess directions for the future. Finally, the process also provides an opportunity for those few faculty members whose contributions have fallen below acceptable levels to find ways to re-engage their interests, talents, and energies.

Relation to Annual Evaluations

Faculty members at USCB undergo a regular and systematic annual evaluation in order to assure that they are prepared to remain highly productive for the balance of their careers. Because the annual job performance review is an administrative review, the process provides feedback only from that perspective. The post tenure review process strengthens faculty assessment by providing the opportunity for peer feedback on faculty performance at regular six-year intervals. The post tenure review, like the annual administrative review and the pre-tenure peer review, covers the three traditional areas of faculty responsibility: teaching, scholarship, and service. The review is sufficiently flexible to accommodate faculty from differing disciplines and with varying responsibilities, professional interests, and career profiles. The review acknowledges that faculty members may contribute to the institution's mission in different ways at different points in their careers.

File Preparation

Although the post tenure review process is rigorous and thorough, it must not inadvertently undermine faculty productivity by its demands. To that end, the process builds upon the annual reports that faculty members prepare for submission to their unit administrators. After being notified by the EVCAA's Office that they are scheduled for post tenure review, faculty members prepare a file that includes only the following items:

- annual activity reports for the previous six years or since the faculty member's last career evaluation (without supporting documentation)
- copies of annual supervisory evaluations since the last career evaluation (the faculty member may provide a written rebuttal with supporting evidence)
- current vita (c.v.), not to exceed ten pages (twelve point font, one inch margins)
- summary statement of no more than two pages (twelve point font, one inch margins) that highlights major accomplishments and helps the committee establish a clear and coherent six-year career profile. This document should also include projected future activities and career directions.

Eligible Faculty

All full-time teaching faculty members, faculty with part-time administrative duties and tenured librarians, are subject to the post tenure review process. No tenured faculty member may undergo post tenure review more than once within the six (6) year time frame. The process is waived for any faculty member who notifies the appropriate department chair or the EVCAA in writing of future retirement within three (3) years of the next scheduled review. (For information on the Post Tenure Review Subcommittee, see Appendix I)

Definitions of Standards

Maintaining Professional Performance at Rank

During the post tenure review period, the faculty member has continued at the level of performance outlined by the criteria used for promotion to his/her present rank. Criteria must allow for individual uniqueness and creativity in performance and must recognize differences within and between disciplines. Faculty members are not expected to be equally strong in all three areas of teaching, scholarship, and service.

Not Maintaining Professional Performance at Rank

During the post tenure review period, the faculty member has substantial and chronic deficiencies in maintaining the level of performance outlined by the criteria used for promotion to his/her present rank.

Timeline

- April: The EVCAA notifies those faculty members who are scheduled to become candidates for post tenure review during the following academic year.
- May: The Post Tenure Review Committee prepares and distributes to all faculty the post tenure review calendar of deadlines for each step in the process, and makes forms available as needed. Candidates for post tenure review complete the required post tenure review forms and begin to prepare supporting files.
- Fall Semester: Candidates must submit their files to the Post Tenure Review Committee by the Committee's published deadline. Those not meeting this deadline will be subject to administrative action.
- Spring Semester: Post Tenure Review Committee members meet to review and discuss each file. Committee members mark confidential ballots indicating whether or not they

believe the faculty member has maintained professional performance at his/her rank. Written rationales must accompany all votes. The Post Tenure Review Committee forwards its findings, including the candidate's file and a written committee rationale, to the EVCAA. The committee communicates its written rationale to the candidate, but not the numerical votes which are treated as confidential. In the event of an unsatisfactory finding by the committee, the candidate may forward a response in writing to the EVCAA listing the reasons why the Post Tenure Review Committee's finding should not be supported. The EVCAA receives and reviews the file and adds a written recommendation. The file is then sent to the Chancellor for action within thirty (30) calendar days. The Chancellor makes a decision and notifies the candidate.

In the event the Chancellor decides that the candidate has not maintained professional performance at rank, the candidate may appeal the decision to the USCB Grievance Committee. Such appeals follow the published grievance procedures and timetables (see Section V: Academic Grievances). Should the Grievance Committee support the candidate's case, the file is forwarded to the Chancellor for a second review and the Chancellor notifies the candidate of the final decision. In the event the Chancellor decides that the candidate has not maintained professional performance at rank, the candidate will be required to carry out a professional development plan (see below).

[NOTE: Documentation may be requested from the candidate at any time during this procedure for further clarification.]

Ultimate decisions regarding post tenure review are made by the Chancellor of USCB.

Reward for Maintaining Professional Performance at Rank

When candidates receive a positive decision from the Chancellor, they become eligible to receive an increase in the base salary. In the case of associate professors and full professors, the reward should be equal to two-thirds of the amount that would currently be awarded for promotion to their present rank. In the case of tenured assistant professors, the reward should be equal to half the current value of promotion to associate professor. Any increase in compensation depends upon availability of funding as determined by the Chancellor.

Professional Development Plan

A faculty member whose post tenure review reveals that he/she has not maintained professional performance at rank due to substantial and chronic deficiencies must participate in a professional development plan designed to fit his/her circumstances. The professional development plan describes how specific deficiencies in the faculty member's performance will be remedied. The plan is collaboratively developed by the faculty member, the faculty member's department chair, and a tenured colleague of the faculty member's choice, and is approved by the Post Tenure Review Committee. The plan should reflect the aspirations of the faculty member, the department, and the university. All faculty members and administrators involved in the plan must be committed to its successful completion and must provide reasonable support. The faculty development plan will: (1) define specific goals; (2) outline activities to achieve the goals; (3) provide a schedule for

accomplishing the activities; and (4) define the criteria by which the progress will be measured. The plan must be completed in no more than three years.

Process

When the faculty member is notified that a professional development plan is required and any appeal process has been exhausted, he/she has thirty (30) calendar days to develop, with his/her department chair and another tenured faculty member, a development plan. The department chair takes responsibility for overseeing the plan development process and sends the finished development plan within those thirty (30) calendar days to the Post Tenure Review Committee for its approval. Upon written request from the faculty member and/or the department chair, an extension not to exceed an additional thirty (30) days may be granted by the committee for extenuating circumstances. In the event that the faculty member and the department chair (with the help of the tenured faculty member) cannot agree on a development plan, the faculty member may send a separate development plan to the committee. Within thirty (30) additional calendar days (excluding summer months) the committee must approve a plan. In the event that two plans are submitted, the committee may choose between them, or it may devise a third plan from the other two as a compromise.

During the development period, the faculty member and the department chair meet periodically to review progress toward the goals stated in the development plan. When the faculty member and the department chair agree that the goals have been met, or at the end of the three-year period, the department chair sends a report to the Post Tenure Review Committee. This report includes sufficient information regarding the faculty member's activities and accomplishments so that the Post Tenure Review Committee may determine whether or not the goals of the plan have been met.

The report must be signed by both the faculty member and the department chair, and it may include a statement from the faculty member providing additional information or perspectives. The committee communicates its decision to the faculty member, the department chair, and the EVCAA.

The EVCAA reviews the committee decision, adds a written recommendation, and forwards the recommendation along with the committee decision to the Chancellor. The ultimate decision regarding whether the faculty member has successfully met the goals of the plan is made by the EVCAA of USCB within thirty (30) calendar days of receipt of these documents. Failure of the faculty member to meet the goals of the plan within the three year time period makes him/her ineligible for any reward specified in this section, and the EVCAA may determine that further actions are necessary.

SECTION IV: PROMOTION AND TENURE

USCB adheres in principle to the standards of the American Association of University Professors regarding the rights, privileges, and benefits accorded faculty members. Where university policies differ from those standards, the regulations stated herein, or as subsequently modified by the university, will apply.

To promote the welfare of the university, its policy is to provide, after a successful probationary period, tenure for its full-time tenure-track faculty members. Service of tenured faculty will be terminated only for adequate cause, or because of financial exigency or reduction in program or instructional unit (see Section VI: Faculty Separation).

At the time of their appointment, faculty members are informed of the tenure regulations applicable to their positions. Changes in tenure regulations are not applied retroactively if disadvantageous to the faculty member.

Promotion and tenure are separate actions, but may be granted at the same time.

PROMOTION AND TENURE PROCESS

- In September of each academic year, the Promotion and Tenure Committee prepares and distributes to all faculty the promotion and tenure calendar, including the deadlines for each review step, and makes forms available as needed.
- The candidate for promotion and/or tenure completes the required promotion and tenure forms and prepares a supporting file.
- The candidate initiates the promotion and tenure process by submitting his/her promotion and tenure file to the department chair, or director of the library, for a written evaluation. Candidates holding the position of department chair or director of the library submit their files directly to the Promotion and Tenure Committee.
- The department chair or director of the library returns the file with his/her evaluation to the candidate.
- The candidate may not delete the administrator's evaluation but may add a written response to it.
- The candidate submits his/her file to the Promotion and Tenure Committee Chair by the published deadline. Additional information may be accepted and placed under a separate tab of the file as long as the added information is already referred to in the file. A signed indication of receipt of updated material (including external reviews, notice of acceptance for publication) will be indicated in the file. Only information already referenced in the file may be added.
- The Promotion and Tenure Committee members review and discuss each file. Each committee member then marks a confidential ballot and writes a justification for his/her vote. Votes are taken in the presence of the committee, and two members count the votes.
- The Promotion and Tenure Committee forwards its recommendations with written rationale, numerical vote, and the files to the EVCAA.

- The Promotion and Tenure Committee communicates its actions and the written rationale to each candidate, but not the numerical vote which is treated as confidential.
- In the event of a negative recommendation, the candidate may forward in writing to the EVCAA the reason(s) he/she believes the Promotion and Tenure Committee's recommendation should not be supported. The written rejoinder is added to the file. This is the last time in the review process that a rejoinder may be submitted.
- The EVCAA reviews each file and adds a written recommendation. The Vice Chancellor's written recommendation is forwarded to the candidate, his/her department chair or the Library Director, and the chair of the Promotion and Tenure Committee. All files are then sent to the Chancellor.
- The Chancellor reviews each file and adds a written recommendation. The Chancellor's written recommendation is forwarded to the candidate, his/her department chair or the Library Director, the chair of the Promotion and Tenure Committee, and the EVCAA.
- All files, including all recommendations and responses of all candidates seeking promotion or tenure to associate or full professor, are sent to the President. The President reviews the files and sends positive recommendations to the Board of Trustees for action. The President notifies, in writing, the Chancellor and the candidates who have not been recommended. The Secretary of the Board of Trustees notifies the candidates of the Board's decision.
- In the event of a negative recommendation by the President, the candidate may appeal the recommendation to the USCB Grievance Committee. Such appeals follow the published grievance procedures (see Section V: Academic Grievances). In the event the USCB Grievance Committee supports the candidate's case, the file is forwarded to the President for a second review. The President's decision is final.
- The ultimate decision regarding all faculty requests for promotion and/or tenure at USCB, excluding those candidates for promotion to senior instructor, is made by the President of the University of South Carolina and the Board of Trustees. The ultimate decision regarding promotion to senior instructor is made by the Chancellor of USCB.

EXPERIENCE REQUIREMENTS FOR ACADEMIC PROMOTION

For the purpose of determining years applied toward academic promotion for fall appointments, the first year begins with that fall term. For the purpose of determining years applied toward academic promotion for spring or summer appointments, the first year begins with the subsequent fall term.

Senior Instructor

Six or more continuous years of successful performance at the non-tenure track rank of instructor at USCB are expected for candidates seeking promotion to senior instructor.

Associate Professor

Normally, five or more years of successful teaching experience at USCB, at another college or university, or other relevant experience, are required for promotion to the rank of associate professor.

Professor

Usually nine or more years of successful teaching experience at USCB, at another college or university, or other relevant experience, are required for promotion to the rank of professor.

STANDARDS FOR PROMOTION BY RANK

To be promoted, a faculty member must show evidence of performance consistent with the rank for which he/she is applying.

Senior Instructor

Educational Credentials

All Senior Instructors must have been employed full-time as an instructor for at least six consecutive years, and must have earned at least the Master's Degree plus 18 graduate hours in the field or show documentation of equivalent professional experience, certification, licensure, etc., which is the minimum requirement for all instructors

Standards of Performance

Senior instructors must teach effectively, keep regular office hours, grow and develop professionally, and be actively involved at USCB and in the community (See page 10).

Assistant Professor

Faculty must be appointed to this rank; they cannot be promoted to this rank through the promotion and tenure process.

Promotion to Associate Professor

Educational Credentials: earned doctorate or appropriate terminal degree. This policy allows for exceptions with appropriate written approval by the EVCAA at the time the appointment is made.

Standards of Performance: Candidates are expected to offer evidence of highly effective teaching. They must also offer evidence of effective research and effective service.

Professional librarians are expected to offer evidence of highly effective librarianship. They must also offer evidence of effective research and effective service. (See explanation of term below)

Promotion to Professor

Educational Credentials: earned doctorate or appropriate terminal degree. This policy allows for exceptions with appropriate written approval by the EVCAA at the time the appointment is made.

Standards of Performance: Candidates are expected to offer evidence of outstanding teaching. They must also offer evidence of either: 1) highly effective research and effective service, or 2) effective research and highly effective service.

Professional librarians are expected to offer evidence of outstanding librarianship. They must also offer evidence of either: 1) highly effective research and effective service, or 2) effective research and highly effective service.

Definition of Terms

Outstanding

Faculty members considered outstanding are those whose performance significantly exceeds the requirements of their position. The quality of their performance is such as to make it worthy of special note. Their level of performance indicates extra thought, time, effort, and imagination.

Highly Effective

Faculty members considered highly effective are those whose performance exceeds the requirements of their position.

Effective

Faculty members considered effective are those whose performance meets the requirements of their position.

Less Than Effective

Less than effective is applied to those faculty members whose performance fails to meet the requirements of their position

TENURE

Eligibility for Tenure

Only full-time tenure-track faculty members are eligible for tenure. Appointments of faculty to non-tenure track positions are on an annual basis, and service under such appointments is not considered part of a probationary period for tenure consideration. Candidates who demonstrate that they have served at USCB in a capacity equivalent to that expected of full-time tenure track or tenured faculty may, at the discretion of the Promotion and Tenure Committee, be eligible for consideration of this prior service. Eligibility for consideration of service performed in a non-tenure track position in no way changes the candidate's maximum probationary period. The candidate's maximum probationary period is determined by the time spent in all eligible tenure track positions.

Under no circumstances will untenured faculty receive tenure automatically without following the established procedures for tenure decisions. Tenure must result from a positive action of the university, according to its prescribed procedures.

Tenure Process

Initiation of the Tenure Application Process

It is the obligation of each faculty member to initiate the process for applying for tenure. If a faculty member has not already received tenure prior to the critical year of the probationary period, the administration is obligated to inform him/her at the beginning of the critical academic year that the critical year is at hand, and the faculty member is obligated to submit his/her promotion and tenure file to the Promotion and Tenure Committee. The administration also informs the Promotion and Tenure Committee before its deliberations of all faculty members who have reached their critical year. Once the faculty member initiates the process of applying for tenure in the critical year and the Promotion and Tenure Committee has forwarded its recommendation to the administration, the administration is obligated to act on the application and make a final decision, as prescribed in the promotion and tenure procedures.

For fall appointments, the probationary period for tenure begins with that fall term. For spring or summer appointments, the probationary period for tenure begins with the subsequent fall term.

A tenure decision is made as to the status of any tenure-eligible faculty member according to the schedule given below. The award of tenure is possible at any time during the probationary period and without prejudice toward time served in rank at USCB. Exceptional performance, or eligibility that includes prior service, must be demonstrated in order for tenure to be awarded early.

If, during the first year of a probationary appointment, it is deemed in the best interest of the university to terminate the appointment at the end of the first year, notice of such termination is given in writing by March 1 (July 1 for a second semester appointment). If, during the second year of a probationary appointment, it is deemed in the best interest of the university to terminate the appointment at the end of the second year, notice of such termination is given in writing by December 15 (April 15 for a second semester appointment). Thereafter, notice in writing of the termination of any probationary appointment (untenured faculty in tenure track) to which the provisions of this section apply is given at least twelve (12) months prior to the date of termination.

If tenure is not granted by the end of the probationary period, the faculty member is given a letter of non-reappointment.

An interim progress review is conducted for each tenure-track faculty member according to the process outlined in Section III: Faculty Reviews.

Applying for Tenure when at Assistant Professor Rank

The maximum probationary period for all full-time faculty members hired at the rank of assistant professor is service for seven (7) years at USCB. A tenure decision must be made for any assistant professor who is eligible for tenure no later than the end of the sixth year at that rank at USCB.

Time during which the faculty member is on approved leave, either with or without pay, is not counted as part of the probationary period. The sixth year is the critical year for assistant professors.

Applying for Tenure when at Associate Professor Rank

The maximum probationary period for all full-time faculty members hired at the rank of associate professor is service for six (6) years at USCB. A tenure decision must be made for any associate professor who is eligible for tenure no later than the end of the fifth year at that rank at USCB. Time during which the faculty member is on approved leave, either with or without pay, is not counted as part of the probationary period. The fifth year is the critical year for associate professors.

Applying for Tenure when at Professor Rank

The maximum probationary period for all full-time faculty members with the rank of professor is service for five (5) years at USCB. A tenure decision must be made for any professor who is eligible for tenure no later than the end of the fourth year at that rank at USCB. Time during which the faculty member is on approved leave, either with or without pay, is not counted as part of the probationary period. The fourth year is the critical year for professors.

Extension of Faculty Tenure-Track Probationary Period

For documented reasons of a serious health condition (of a faculty member and/or the faculty member's spouse, child, or parent), and for requirements of childbirth, adoption or placement of a foster child, a faculty member holding a probationary term of appointment may request in writing that the maximum probationary period be extended for no less than a year, nor more than two years, with no resulting change in employment obligations, in order to provide the faculty member additional time to demonstrate fully professional qualifications for reappointment or tenure. Officially granted leaves of absence automatically extend the probationary period beyond its established calendar limits, however the maximum extension period granted may not exceed a total of two years.

A request from a faculty member to extend the probationary period for tenure for reasons of a serious health condition, childbirth, adoption or placement of a foster child, must be initiated before the beginning of the decision year and requires the approval of the department chair and the EVCAA. The above request may be initiated simultaneously with a request for Family Medical Leave (see university policy HR 1.07). An extension for reasons of childbirth, adoption or placement of a foster child must be completed within twelve months of the birth or placement of the child. In cases where a faculty member has been in probationary status for more than seven years due to extension of the probationary period for reasons of a serious health condition, childbirth, adoption or placement of a foster child, she/he shall be evaluated as if he/she had been in probationary status for the normal probationary period, not longer.

A faculty member within the probationary period who has not been reappointed for the following year is not eligible to extend the probationary period under this policy. (See also Section VI: Faculty Separation).

Standards for Tenure by Rank

To be tenured, a faculty member must have an earned doctorate or appropriate terminal degree (This policy does allow for exceptions with appropriate written approval by the EVCAA at the time the appointment is made) and show evidence of performance consistent with the rank he/she holds (See “Standards for Promotion by Rank” in previous section). Instructors are not eligible for tenure. Tenure cannot be conferred at the rank of Assistant Professor.

Criteria Used in Promotion and/or Tenure Deliberations

General Guidelines

Faculty performance will be evaluated in three areas: teaching, scholarship and service.

Teaching is the primary responsibility of USC Beaufort faculty. Those seeking promotion and/or tenure must show evidence of highly effective teaching.

- Criteria for promotion and/or tenure must allow for individual uniqueness and creativity in performance and must value differences within and between disciplines. (Faculty members should not be expected to perform alike or to be equally strong in all three areas.)
- Evidence submitted by a candidate regarding a recommendation for promotion and/or tenure will be judged according to the pattern of performance which it reveals. Past performance as well as recent accomplishments are taken into account in order to obtain an overall perspective of a person’s career accomplishments and potential for continuing professional development.
- In considering evidence for promotion and/or tenure, the committee considers only those activities which are supportive of the institutional purpose. For any activity not obviously related to the institutional purpose, it is incumbent upon the candidate to explain the relevance.
- Consideration for promotion and/or tenure is not influenced by the candidate’s age, sex, sexual orientation, race, color, national origin, religion, disability, political affiliation, or veteran status.
- Activities in which a faculty member engages outside of the university do not restrict the opportunity for promotion and/or tenure as long as they are within his/her legal right and are consistent with the traditions of academic freedom.

EVALUATION CRITERIA

Teaching Effectiveness

Teaching is the primary responsibility of faculty at USCB. Teaching involves communicating knowledge to students and fostering in them the intellectual curiosity necessary to continue the quest for knowledge. Because individual attributes may vary, the extent to which individuals exhibit an attribute may differ. The effective teacher exhibits a sustained concern for teaching that is reflected in teaching materials, classroom performance, academic advising, critical evaluation of students, and adequate preparation of students for later undergraduate and/or graduate work. Course materials should be well-conceived, well-organized, and well-written. Professors should remain current in their fields and expose students to current scholarship or research in the field, where appropriate. Student evaluations should be consistently good. A teacher should be prepared to provide sound advice to students and to newer colleagues on academic matters.

Evidence (while in rank at USCB) should include, wherever appropriate:

- Objective evaluation of classroom methods and other innovative approaches to teaching; evidence of redesigned courses, curriculum, and/or teaching materials
- Honors and awards for good teaching
- Peer evaluation; letters from colleagues and/or others who have observed the faculty member in the classroom, taught with the faculty member, observed the faculty member's teaching, evaluated course materials and assignments, and/or invited the faculty member to make presentations in their classes
- Letters from students
- Sample syllabi, exams
- Samples of students' work
- Development of a new course
- Supervision of practicums
- Additional educational attainments, certifications, degrees Alumni survey data, pre- and post-tests, evidence of students' success in subsequent courses, post-graduation employment statistics
- USCB standardized student evaluations and other student evaluations. The candidate shall provide a summary of the results of the evaluations from the last four years in the body of his/her file; copies of at least four years of actual evaluations will be available in the candidate's portfolio of supporting documents. (Note: The results of student evaluations should be only one source of evidence of teaching effectiveness.)
- Evidence of student supervision (laboratory, field experiences, research or honors projects, independent studies, internships, cooperative education, and portfolios
- Incorporation of technology appropriate to the course and discipline
- Peer review of testing instruments
- Professional publications and/or presentations related to teaching
- Other activities that document commitment to the teaching mission of the campus, such as: participation in activities designed to increase knowledge of one's field; scholarship related to course content or to teaching technique; advisement and counseling of students;

attendance at workshops, seminars, symposia, conferences and meetings related to one's teaching; written reports/papers or workshops presented on teaching methods and/or teaching philosophy; and any other relevant activities.

Scholarship Guidelines

Scholarship is essential to a professor's ability to carry out the university's educational mission. Scholarship involves the various activities that increase the faculty member's knowledge and which exemplify scholarly or artistic expertise. These activities include, but are not limited to, original contributions to the discipline, creative activities in practice and performance in the fine arts, research in pedagogy, and appropriate studies within and outside one's specialties. The professional educator may undertake research for scholarly or creative production, to maintain currency in the content of courses taught, or to improve pedagogical techniques. The professional educator sustains professional contact with colleagues and engages in continuing professional activities to upgrade and augment existing skills or develop new ones. In any endeavor, the quality of the work is more important than the quantity. Remuneration for scholarship shall not lessen nor increase the worth of such contributions in evaluating a candidate's performance.

Evidence (while in rank at USCB) should include, wherever appropriate:

- Published refereed research papers, studies, articles, poems, essays, stories, plays, critiques, reviews, books, monographs, chapters, etc., and/or their reprints
- Copies of reviews of recent publications
- Evidence of scholarly presentations at professional or scholarly meetings or conferences; copies (or abstracts) of papers presented
- Reviews of and/or evidence of the dissemination of successful applied professional activities, including those that are web-based
- Musical composition, paintings, sculptures, organized exhibits
- Performance in the arts
- Grants and/or fellowships received and/or applied for
- Honors, awards, recognitions or prizes won
- Letters from colleagues from within or outside the campus who have knowledge of the candidate's scholarship
- Descriptions of scholarship completed or in progress
- Copies of research proposals or progress reports
- Any other relevant activities

Service Guidelines

Service to the university, the discipline, and/or community falls within the responsibilities of a faculty member and is essential to the fulfillment of the university's responsibilities to the academic community and to the attainment of institutional goals. Each faculty member is expected to cooperate in supporting the mission and the goals of the department and the university. Three kinds of service may be considered: 1) contributions to the effective functioning of the academic department, campus, and/or the university as a whole; 2) service to the teaching profession or to the profession of the discipline; and 3) service to the community at large, when it is related to the

faculty member's field of expertise or professional experience. The burden is on the faculty member to explain how such community service promotes the mission of USCB. Remuneration for university and community service shall not lessen nor increase the worth of such contributions in evaluating a candidate's performance.

Service activities may be documented primarily by letters from colleagues, the candidate's personal description of his/her level of activity, and by major documents produced in course of this service.

Evidence (while in rank at USCB) should include, wherever appropriate:

- Descriptions of service on college, departmental, or university committees
- Descriptions of leadership in the university community at the system, state or national level
- Service to student organizations
- Assigned departmental duties (for example, curriculum development and departmental planning)
- Service to appropriate professional organizations
- Service on review panels in granting agencies or journal editorial boards; participation on accreditation teams
- Presentations to civic groups or local schools
- Organization of symposia, conferences, workshops
- Other evidence of active support for the economic development, social welfare, or environmental enhancement and preservation of the region or the state
- Service on boards, agencies, and commissions (local, state, and national)
- Professional assistance to other faculty members
- Service as a department chair, coordinator, or other part-time administrator
- Advisement and counseling of students
- Any other relevant activities

Promotion and Tenure Guidelines for Librarians

Librarians have the status of faculty. All policies, procedures and criteria as described in "Introduction and Procedures," "Tenure," "Academic Promotion," and "Criteria Used in Promotion and/or Tenure Deliberations" apply to librarians. In addition to any teaching responsibilities they may have, librarians are evaluated on their librarianship, scholarship, and service.

Librarianship is the primary responsibility of USC Beaufort librarians. Documentation of librarianship may include the following: a description of the area of expertise; a description of assigned duties in the library and an evaluation of the performance of these duties; a description of additional duties or innovations assumed or put into effect since first being employed; an evaluation of effectiveness and growth as a librarian; a description of responsibilities for supervision of other employees in the library and an evaluation of performance in this area; and other information which the librarian wishes the committee to consider (a brief self-critique or assessment may be included). Librarianship may also include the teaching of courses.

Promotion and Tenure for Administrators

The positions of Chancellor, EVCAA, and department chair are normally held by faculty who have tenure. Other full-time administrative positions are not held by tenured or tenure-track faculty. Full-time librarians are designated as faculty, and, therefore, their status is not affected by this policy.

If a full-time administrator already has rank and/or tenure from USCB, that rank and/or tenure is not affected by the administrative role. The period of time spent in a full-time administrative position by a tenure-track person (except for department chairs) is not counted as part of the probationary period, and the person cannot apply for tenure until such time as he/she assumes or resumes a faculty position and meets normal deadlines for tenure consideration. If the administrator applies for promotion, he/she must meet the criteria established for full-time faculty.

If an administrator other than the Chancellor or EVCAA does not have rank and/or tenure from USCB, it will not be automatically granted. Only in unusual circumstances and with the formal approval of the majority of the faculty of the home department will faculty rank be granted for individuals hired for a full-time non-academic administrative position. If an individual without faculty rank leaves that administrative position for any reason, he/she is not automatically entitled to faculty status. If an appropriate faculty position is available, he/she must compete for it with others through a formal search as described in Section I: Faculty Titles and Appointments.

PROMOTION AND TENURE FORMS AND FILES

Forms

Promotion and tenure forms are made available to the candidate by the office of the EVCAA. Promotion and tenure forms are designed by the Promotion and Tenure Committee.

The File and Supporting Documentation

General Description

The Promotion and Tenure Committee's deliberations are based upon the candidate's completed file and portfolio of supporting documentation. Faculty members are responsible for creating and maintaining these files and portfolios for use in the promotion and tenure process. The Committee does not solicit additional information or letters. Files must follow a prescribed format (see Format below), and should include the curriculum vitae (C.V.), letter of appointment, listings of teaching effectiveness, scholarship, and service. They should also contain a personal narrative statement including a self-evaluation of teaching philosophy, goals, objectives, responsibilities, and accomplishments. Portfolios of support are expanded files that provide a reference collection of documents supporting the claims made in the body of the file.

Preparation

The manner in which a file is prepared is important. The effect of an application for promotion and/or tenure is diminished by incomplete coverage of the areas of teaching, scholarship, and service. It may also be impaired by the inclusion of extraneous material. On the other hand, the effectiveness of a file is enhanced if it is professional in its makeup, as well as complete, with support for all items needing it and all claims made in the file itself.

The file and its supporting documentary evidence should be submitted in appropriate binders and/or 3 ring notebooks with tabbed divider sheets labeling the major topics. The file is meant to be duplicated. However, there is only one accompanying portfolio of supporting documents which is cross-referenced to the file. Candidates should keep in mind that they are preparing an argument for tenure and/or promotion. The burden of demonstrating they have met the criteria described herein is on them. Candidates should also keep their reviewers in mind and explain/interpret their accomplishments so that reviewers outside their disciplines and outside USCB can understand them. The candidates' files will be reviewed by the following:

- Department chair (where appropriate)
- USCB Promotion and Tenure Committee
- EVCAA
- Chancellor
- Provost
- President of the USC System
- Board of Trustees

Format

Each promotion and tenure file should contain three parts: 1) a one-page summary cover sheet; 2) a narrative and descriptive file with a body of no more than thirty (30) pages; and 3) a portfolio of supporting documents of whatever number deemed necessary by the candidate to make his/her case.

Cover Sheet

Serving as the only document that members of the Board of Trustees may see, this single page should highlight all significant professional activities of the candidate. It should contain brief summaries of educational background, professional employment, scholarly activity, representative publications, grants and awards, and service. A combination of brief narrative and listings is appropriate.

Body of File

The body of the file should not exceed thirty (30) typed pages for the items listed below: the candidate's personal statement, and the candidate's listed compilation of effective teaching, scholarship, and service.

As a stand-alone description of how the candidate fully satisfies all criteria for promotion and/or tenure, this file should reference supporting documentation supplied in the portfolio of supporting documents. As a rule, the candidate should not list the same activities or accomplishments in more than one category. However, if a single document supports the candidate's achievements in more than one area, this fact should be noted and/or cross-referenced in the appropriate areas.

File arrangement may not vary. Candidates must include, in the following order, all of the items listed below. (The cover sheet is not counted as a page in the body of the file.)

- Cover sheet (1-page C.V.) for front of binder
- Table of Contents
- P&T File Form, with action requested by the candidate
- Candidate's letter of appointment with salary information blacked out
- For candidates for tenure, a letter from the office of the EVCAA that clearly indicates the critical year for the candidate's consideration for tenure
- USCB criteria for tenure and promotion to the rank applied for
- Departmental criteria for tenure and promotion
- Curriculum vitae, including information on teaching, research or scholarly/creative activities, and professional service
- Candidate's personal statement
- Candidate's section devoted to teaching effectiveness, including a summary of student teaching evaluations (Complete copies of all student evaluations and comments should be placed in the portfolio of supporting documents.)
- Candidate's section devoted to research, scholarship, and creative production
- Candidate's section devoted to university, professional, and community service
- A list of supplemental materials provided by the candidate in supporting documents
- Department chair's statement
- Three letters of recommendation from USCB campus faculty, solicited by the candidate and included when the file is submitted
- The candidate must include three external reviews from peer institutions according to the following principles: The requirements for external reviewers for senior campuses are:
 - Three external reviewers from peer institutions
 - External reviewer should be a higher academic rank than the candidate for promotion.
 - Letter to reviewer states that review is confidential to the extent allowed by South Carolina law.
 - One to two page résumé of each external reviewer must be included in the tenure and promotion file.
 - Selection of external reviewers
 - External reviewers cannot be employed by or affiliated with the University of South Carolina.
 - External reviewers must be objective. No prior or present personal or professional substantive relationship may exist between the candidate and the external reviewer.
 - Faculty and department chair agree on a list of four to five external reviewers.
 - Chair selects two external reviewers from agreed upon list

- EVCAA selects one reviewer from peer institutions not on the agreed upon list.

Confidentiality

- Names of external reviewers are confidential.
- Reviews by external reviewer are confidential to the extent allowed by South Carolina law.
- Department Chair, EVCAA or other designated University official makes all contacts with external reviewers. Candidate shall not contact external reviewers.
- External reviewers' comments may be summarized and given to the candidate after notification of tenure and/or promotion decision. The anonymity of the external reviewers must be upheld and shall not be compromised.

Implementation

- All faculty who begin work or are hired after (the BOT ratification date) applying for tenure and/or promotion are bound by this policy. Similarly, all faculty applying for promotion after (BOT ratification date) are bound by this policy.
- Copies of prior annual administrative evaluations for the past four years in current grade (for promotion, it is recommended that a faculty member new to USCB should accumulate at least three years of service with this institution before seeking promotion). In cases of early application for tenure or promotion, the candidate must submit annual evaluations for all years in tenure-track at USCB.

Curriculum Vitae (C.V.)

The C.V. should contain the following:

- Candidate's name and current title(s)
- Educational background
- Chronology of professional and other experience
- Professional awards, including fellowships and grants received
- Listings of original research. Normally these should include any of the following and be so designated:
 - Publications in books, monographs and refereed journals, including policy papers or similar studies
 - Refereed publications, conference papers, presentations including exhibits, film or media programs
 - Non-refereed publications, conference papers, presentations including exhibits, film or media programs, contract research papers, popular magazine or newspaper articles
 - Review essays
 - Publications intended for classroom use
 - Editorial publications including anthologies, journals and other serials comprised
 - mainly of the work of other scholars
 - Scholarly translations from other languages
 - Synopses of research in progress (with precise information as to current status)

- Participation as a scholar in public or professional programs
- Memberships in learned societies
- Listings of professional consulting work
- Listings of committee and administrative service in professional organizations, department or college, or the university system
- Listings of service to the community

Guidelines for Supporting Evidence

The candidate has the right to determine what supporting evidence to include in his/her file. The most useful supporting evidence is that which illuminates, qualifies, and indicates the significance of the candidate's accomplishments. It is useful if the applicant explains the relevance of items included and how the items reflect the candidate's effectiveness.

Evidence supporting a faculty member's qualifications for promotion may be submitted by the candidate from many sources, including the faculty member, colleagues at USCB, students and former students. Evidence supplied by appropriate persons outside the university who have had contact with his/her work is especially encouraged.

Candidates who wish the Promotion and Tenure Committee to consider any professional activities prior to employment at USCB must document those activities in the same manner as they have documented their activities at USCB.

In considering evidence for promotion and/or tenure, the Committee considers only activities which are supportive of the institutional purpose. For any activity not obviously related to the institutional purpose, it is incumbent upon the candidate to explain the relevance.

PROMOTION AND TENURE COMMITTEE PROCEDURES AND GUIDELINES

- In September, the Promotion and Tenure Committee publishes a calendar for promotion and tenure and distributes the appropriate promotion and tenure forms.
- Following the deadline for submission of the file to the Promotion and Tenure Committee, each member of the Committee reads each candidate's file.
- The Promotion and Tenure Committee meets to discuss each candidate's file.
- Following discussion, each member of the Committee votes by written ballot on each action requested by the candidate. Each member also writes an unsigned justification for the vote on the ballot. A simple majority is required for a decisive vote. All members are expected to be present for voting. In extenuating circumstances, eight members shall constitute a quorum.
- The Promotion and Tenure Committee produces a written rationale for each recommendation. The recommendation and rationale is sent to each candidate and his/her department chair or the Library Director. The candidate and the department chair or Library Director are not given the numerical vote. The recommendation and rationale are also sent, along with the complete file and the record of vote, to the EVCAA.

- The votes and individual justifications produced by the Promotion and Tenure Committee are placed in a sealed envelope which becomes part of the candidate's file and is sent forward with the file.
- Upon the completion of the process the EVCAA returns the files and accompanying supporting materials to the candidate..
- When the candidates' files are returned to USCB upon completion of the process, the EVCAA stores them in a secured area for a period of five years. After this time, the EVCAA has the files destroyed.
- Requests for information or clarification of committee actions is directed to the committee chairperson for a determination of compliance with applicable state and federal regulations and University of South Carolina policy.
- The deliberations of the Promotion and Tenure Committee are confidential with respect to all materials submitted by candidates and all discussion of individual cases by the committee.
- The procedures, criteria, and standards used in the promotion and tenure process are identified in writing and re-evaluated periodically.

Statement of Ethical Responsibility

All promotion and tenure proceedings are confidential. Except where noted, once the files for promotion and/or tenure have been submitted, candidates for either promotion or tenure, all other faculty, and all administrators are not permitted at any time to discuss any aspect of the promotion and tenure proceedings with other candidates, faculty, or administrators involved in the review process before, during, or following the process of promotion and tenure deliberations.

Members of the Promotion and Tenure Committee adhere to the following ethical guidelines:

- The proceedings of the committee and all subcommittees thereof are confidential with respect to all materials, all discussions, and all votes or outcomes of the committee or subcommittee relative to applications by candidates for promotion and/or tenure or as part of review processes except as outlined in this Manual.
- There shall be no discussion of files among individual committee members except during formal committee meetings.
- The committee shall discuss only written material contained in the files of the candidates under consideration.
- Confidential information about candidates, candidate's files, committee deliberations, or committee actions will not be conveyed using email or the Internet.
- Committee members shall abstain from participation in cases in which their personal prejudices or personal self-interest may unduly affect their judgment.
- No committee member may participate in the deliberations or vote on the candidacy of a spouse or other relative.
- Members of the Promotion and Tenure Committee must meet formally to deliberate candidate's files, write summary recommendations, and ballot. Committee members' votes shall reflect their best judgment of a candidate's qualifications as presented in the file in meeting the stated criteria.

- Complaints about possible violations of this code should be made to the chair of the Faculty Welfare Committee who is responsible for reporting such violations to the chair or chair-elect of the Promotion and Tenure Committee.

CHANGES TO THE POLICY

No change may be made in the regulations regarding tenure and tenure-related promotion procedures except by two-thirds vote of the tenure-track (probationary) and tenured members of the Faculty Senate or by direction of the Board of Trustees.

SECTION V: ACADEMIC GRIEVANCES

FACULTY GRIEVANCES

Individual USCB faculty members have the right to grieve any administrative decisions affecting their employment, including but not limited to the following categories:

- Denial of tenure or promotion or unsatisfactory post tenure review decision: on the grounds of violation or denial of procedural due process; inadequate or improper documentation, use of impermissible criteria, or improper evaluation of criteria; or denial of academic freedom.
- Salary and compensation: on the grounds of violation or denial of procedural due process; inadequate or improper documentation, use of impermissible criteria, or improper evaluation of criteria; or denial of academic freedom.
- Non-reappointment of tenure-track faculty: on the grounds of violation or denial of procedural due process or denial of academic freedom. The matter of due process is deemed to apply in particular to required annual faculty evaluation and the observance of the timely notice requirements.
- And other matters (e.g., work assignments and disciplinary actions are grievable, although the faculty member should exhaust all other administrative procedures first): on the grounds of violation or denial of procedural due process; arbitrary action; or denial of academic freedom.

BURDEN OF PROOF

The burden of proof rests with the grievant. It is the grievant's responsibility to present a specific claim and evidence pertinent to that claim. The Grievance Committee establishes a subcommittee to determine if there is substance to the allegations of the grievant based on the grounds specified above. The subcommittee is limited to recommending appropriate action to the Chancellor.

GRIEVANCE PROCEDURE TIMETABLE

- Grievant discovers grievable action
- Grievant requests an explanation of grievable action from immediate supervisor within thirty (30) days of discovering the grievable action
- Grievant receives supervisor's response** within fifteen (15) days of requesting an explanation
- Grievant petitions EVCAA to redress grievance* within thirty (30) days of receiving supervisor's response **
- Grievant receives EVC's response** within fifteen (15) days of petitioning EVC
- Grievant petitions Chancellor* within fifteen (15) days of receiving EVC's response**

- Grievant receives Chancellor's response** within fifteen (15) days of petitioning Chancellor*
- Grievant petitions chair of Grievance Committee* within ten (10) days of receiving Chancellor's response **
- Grievant receives Grievance Committee's decision re: hearing*** within thirty (30) days of petitioning chair of Grievance Committee*
- Subcommittee of Grievance Committee makes recommendation to Chancellor within thirty (30) days of receiving Grievance Committee's decision re: hearing ***
- Grievant receives Chancellor's response to Committee** within fifteen (15) days of Subcommittee of Grievance Committee making recommendation to Chancellor
- Grievant appeals to President* within fifteen (15) days of receiving Chancellor's response to Committee**
- Grievant receives President's response** within twenty (20) days of appealing to President *

** Assumes previous response was not satisfactory; grievant should obtain written receipt upon delivery with exception to appealing to the President.*

*** Failure of timely administrator response allows the grievant to proceed to the next step.*

**** If the Grievance Committee fails to respond or does not agree to hear the grievance, the grievant may proceed to appealing directly to the President.*

NOTES ON THE GRIEVANCE PROCEDURE

- This procedure should be used only when every effort to resolve the grievance informally has failed.
- All requests and responses must be made in writing.
- All days referred to in this procedure are calendar days. When, however, the last day of such a period falls on a weekend or university holiday, the effective date is the next regular business day. The day following the actual day of notification is the first day in the series.
- The grievance procedure may be lengthy, and the grievant is advised to maintain a file of dated correspondence sent and received as well as dates and notes of conferences held concerning the case.
- Failure of any administrative or reviewing authority to comply with the deadlines for action specified herein will not operate to reverse or modify a non-reappointment, tenure, post tenure review, or promotion decision, nor to resolve a grievance, but will permit the grievant to proceed directly to petition the next level in the grievance procedure.
- Failure of the grievant to comply with the deadlines for her/his action, specified herein, will end the grievance.
- A grievant will be free from any or all restraint, interference, coercion, or reprisal in connection with the filing of a grievance.

- These provisions also apply to anyone serving as the representative of the grievant, appearing as a witness, seeking information in accordance with this policy, or making an appeal.

PROCEDURE FOR GRIEVANCE

The grievant must first request in writing (email correspondence is not acceptable as a form of notification) an explanation of the grievable action from the grievant's immediate supervisor within thirty (30) days after the grievant discovered the action. If the grievance results from a series of actions over a period of time, the request must be lodged within thirty (30) days after the discovery of the most recent of these actions. The grievant may petition the Grievance Committee to grant a waiver to the thirty (30) day "date of discovery" requirement for extenuating circumstances. If a satisfactory resolution cannot be reached within fifteen (15) days after the request reaches the immediate supervisor, and if the grievant wishes to pursue the grievance, he/she must submit a written grievance petition to the EVCAA within thirty (30) days of receiving the supervisor's response. If a satisfactory resolution cannot be reached within fifteen (15) days after the petition reaches the EVCAA, and if the grievant wishes to pursue the grievance, he/she must submit the petition to the Chancellor within the next fifteen (15) days. The Chancellor has fifteen (15) days to respond to the petition. At the end of each stage of the process, the administrator involved must present a written response to the grievant.

If the grievance has not been resolved administratively at the conclusion of the above procedure, the grievant may petition the Faculty Grievance Committee by delivering the grievance petition to the chair of the Grievance Committee. The grievant has ten (10) days after receipt of the Chancellor's response to petition the Faculty Grievance Committee. If the chair of the Grievance Committee is more than temporarily unavailable, the grievant should contact the chair of the Faculty Senate who then appoints an acting chair of the Grievance Committee. The grievant has the responsibility of demonstrating he/she has complied with all timetable requirements and all delivery and receipt procedures. This documentation must be included with the grievance petition.

The grievance petition must include the wrong alleged, the date of discovery of that action, the remedy sought, and the appropriate documentation.

The Grievance Committee consists of seven (7) tenured professors, tenured librarians, or tenured associate professors (senior faculty members with at least five (5) years' experience who have no supervisory or evaluative role over other faculty). Early in the fall semester, the Grievance Committee meets to elect a chair (assuming no acting chair has been appointed by the Senate chair) and so informs the Faculty Senate chair and the EVCAA of its decision. Prior to the first meeting of the Grievance Committee regarding a grievance petition, the chair of the Grievance Committee presents to the EVCAA and to the grievant a list of the Grievance Committee members. Regarding who is eligible to hear the grievance, both the grievant and the administration have the right to

excuse one (1) person each from the membership of the Grievance Committee. Neither party is required to give cause or explanation for the exclusion. The chair of the Grievance Committee then calls a meeting of the remaining members. At the meeting the members are informed of the grievance, and those members demonstrating cause may excuse themselves from hearing the case. The remaining members of the committee, and any the chair must appoint in order to maintain a membership of at least five (5) faculty, now form the committee (hereafter referred to as the "Subcommittee") that will hear the grievance. By casting lots among themselves, they decide who will serve as the four (4) voting members of the Subcommittee and who will serve as the one (1) non-voting alternate. It is this Subcommittee membership of five (5) that will hear the petition. In case of a tie, the non-voting alternate will be authorized to vote and break the tie.

If there are not five (5) non-excused members of the Grievance Committee left to form the Subcommittee with its alternate, additional members will be randomly selected by the Faculty Senate chair from the pool of all other eligible voting faculty members of the Faculty Senate who have not participated in the promotion and tenure process. Those selected may be excused by the Faculty Senate chair if they demonstrate cause. Those selected in this manner will serve only on that specific Grievance Subcommittee and do not thereby become members of the standing Grievance Committee.

The chair of the Grievance Committee must complete all necessary preparations within thirty (30) days of receiving the grievance petition, including the selection of the subcommittee and the scheduling of its first meeting, which must occur within the same thirty (30) day period.

If the chair of the Grievance Committee determines that it would be impossible to maintain consistent quorum of the subcommittee or that it would be impossible for essential witnesses to appear, or that other extenuating circumstances exist, the chair may postpone the first meeting and subsequent meetings to appropriate dates. The chair must write to all parties to the case, notifying them of the delay and the reasons for it. All parties must acknowledge in writing receipt of notification of delay.

At its first meeting the subcommittee elects a chair, and then decides by a majority vote if it will hear the grievance or reject it. The subcommittee must inform the grievant and the administration in writing, within the same thirty (30) day limit (following the initial receipt of the petition by the chair of the Grievance Committee), whether or not it will hear the grievance. The decision to hear the grievance must be based on the evidence presented by the grievant in the petition. If the committee decides not to hear the grievance, the grievant may proceed to the next step in the appeals process as outlined below. No further action can be taken on this campus, and the grievance may not be resubmitted to the Grievance Committee.

If the subcommittee decides to hear the petition, the chair of the subcommittee sets up a schedule of meetings and notifies all parties of the dates. The entire deliberation process by the subcommittee, from the time the grievant receives notice that the subcommittee will hear the

petition to the delivery of the final recommendation to the Chancellor, must not exceed thirty (30) days. The chair of the subcommittee is responsible for conducting the deliberations, writing the final report and recommendation, and submitting these along with a copy of the petition to the Chancellor within the allotted thirty (30) days. The chair of the subcommittee is also responsible for the timely delivery of all subcommittee documents and communications. As soon as the subcommittee has agreed to hear the petition, all parties referred to in the petition are given a copy of the petition, including all specific evidence supporting the grievance claim. The meetings of the subcommittee are closed and non-adversarial in nature, allowing neither cross-examination nor confrontation between witnesses. During the proceedings, the grievant is permitted to have an academic advisor and/or counsel of his/her choice. The grievant and/or his/her advisor or counsel may be present only during the testimony stages of these proceedings. Likewise, the Chancellor and his/her council may be present only during the testimony stages of these proceedings. Each has an opportunity to make a brief clarifying statement directly to the Subcommittee before the proceedings come to a close.

The Subcommittee may request information from or call as a witness any person whose testimony may be relevant.

All grievance meetings involving testimony must be audio-recorded. A record of all other meetings must be kept, listing those present, any motions presented, and the count of any votes taken. Any member absent from a meeting when testimony is given is required to listen to the recording of the missed testimony before attending the next meeting. The tapes are for the confidential use of the Subcommittee. After the Subcommittee makes its final recommendations, all records are retained in the campus confidential file for ten (10) years.

A quorum of three (3) is required for all Subcommittee meetings except for the final meeting when the resolution of the case is decided. All four (4) voting members must attend the final meeting. If a voting member cannot attend this meeting, the chair of the Subcommittee may designate the alternate as a voting member.

The alternate has the same rights and responsibilities as voting members (e.g., may question witnesses and participate in all deliberations), but the alternate may not vote except as provided herein. When a voting Subcommittee member either excuses herself/himself or can no longer serve for whatever reason, the chair of the Subcommittee designates the alternate as a regular voting member. The chair of the Grievance Committee may designate a new alternate as the need arises.

The Subcommittee determines whether the grievant has demonstrated that he/she was directly wronged by the action giving rise to the grievance. In order to find for the grievant, the Subcommittee must determine that the grievable action was based on one or more grounds listed above. The recommendations of the Subcommittee are based solely on the documentation in the petition and the information received at the grievance hearings.

In the event the Subcommittee finds for the grievant, the Subcommittee may recommend to the Chancellor what it deems necessary and appropriate to remedy the wrongs specifically addressed in the grievance. Although the Subcommittee need not be limited to the remedy sought by the grievant, it may not exceed what is necessary to correct the wrong, nor may it address any wrongs not specified in the grievance petition. It should be clearly understood that the function of the Subcommittee is purely advisory; it is limited to recommending action to the Chancellor.

The Subcommittee sends its recommendations to the Chancellor, the grievant, and all other parties grieved against.

The Chancellor acts on the recommendation within fifteen (15) days after receiving it from the Subcommittee and provides written notification of the action to the Subcommittee, the grievant, and all parties named in the petition.

At the completion of the Subcommittee hearing, the Subcommittee submits to the vice chair of the Faculty Senate a confidential file which, includes a copy of the grievance petition, audiotapes of testimonies, all correspondence that transpires during Subcommittee deliberations, the Subcommittee's final recommendations to the Chancellor, and the Chancellor's report to the Subcommittee.

If the grievant is dissatisfied with the final action of the Chancellor, or if the grievance Subcommittee has refused to hear the case, the grievant may appeal to the President of USC. The grievant's appeal must provide the President with a written summary of the procedure followed thus far, a copy of the original grievance petition, a copy of the Subcommittee's recommendation to the Chancellor (if the Subcommittee heard and acted on the petition), or a copy of the Subcommittee's notification to the grievant that it would not hear the case, and a copy of the Chancellor's final decision (if the Subcommittee heard the case).

The President acts on the appeal within twenty (20) days of receiving the grievant's petition of appeal. The President notifies the grievant of his decision within that time limit. Action by the President concludes the grievance procedure available within the University of South Carolina System.

The chair of the Grievance Committee reports to the Faculty Senate the number of petitions received and heard during each academic year.

SECTION VI: FACULTY SEPARATION

RESIGNATION

A faculty member who resigns should submit to the department chair his/her resignation in writing. The faculty member has three working days to rescind a letter of resignation. After three days, the faculty member may not rescind the resignation unless the department chair agrees to the rescission. A resignation is considered a prima facie voluntary resignation.

A faculty member who voluntarily resigns does not have the right of appeal through the university grievance policy. A faculty member who resigns when given the opportunity to resign in lieu of termination is considered to have submitted a voluntary resignation.

FACULTY TERMINATION

Termination of Probationary Appointments

If it is deemed to be in the best interest of the university to terminate a probationary appointment at the end of the first year, notice of such termination is given by the EVCAA in writing by March 1 (July 1 for a second semester appointment). If it is deemed to be in the best interest of the university to terminate a probationary appointment at the end of the second year, notice of such termination is given by the EVCAA in writing by December 15 (April 15 for a second semester appointment). Thereafter, notice in writing of the termination of any probationary appointment (untenured faculty in tenure track) to which the provisions of this section apply is given by the EVCAA at least twelve (12) months prior to the date of termination. If there is termination for cause, these notification requirements do not apply.

If tenure is not granted by the end of the probationary period, the faculty member must be given a letter of non-reappointment by the EVCAA. Under no circumstances are untenured faculty to receive tenure automatically without following the established procedures for tenure decisions. Tenure must result from a positive action of the university, according to its prescribed procedures.

Faculty members who receive a letter of non-reappointment during the probationary period may file a grievance, but their grievances are limited to the grounds of denial of academic freedom or denial of procedural due process. For more information, see Section V: Academic Grievances.

Termination of Tenured Faculty

The university reserves the right to terminate a tenured faculty appointment for cause, financial exigency, or reduction in program or instructional unit. The EVCAA acts in place of the Chancellor if the Chancellor is unavailable.

Procedure for Termination of Tenured Faculty (For Cause)

Cause means one or more of the following:

- Failure to perform adequately the duties of the position so as to constitute incompetence and/or habitual neglect of duty.

- Misconduct related directly and substantially to the fitness of the faculty member in his/her professional capacity as a teacher or researcher.
- Conduct or action not protected by the Constitution or laws and which is a clear interference with the academic functions of the university.
- Prolonged inability to perform the duties required for the position that exceeds the maximum period of leave available for disability as defined in the University Sick Leave policy (<http://www.sc.edu/policies/hr106.html>). Termination of a tenured member of the faculty for medical reasons will be based upon clear and convincing medical evidence that the faculty member cannot continue to fulfill the terms and conditions of employment.
- Suspension or revocation of licensure to practice nursing in South Carolina.

Procedures

Discussion with the Chancellor

Prior to a decision by the Chancellor to terminate a tenured faculty member for cause, there must be discussions between the faculty member and the Chancellor with the intent of arriving at a mutually agreed upon resolution.

Emergency Re-Assignment

If a resolution cannot be reached and the Chancellor decides that the faculty member's continuance in his/her normal duties threatens immediate harm to himself/herself or to others, then the Chancellor may assign the faculty member to new duties for the duration of the subsequent procedure.

Faculty Welfare Committee Review

If the Chancellor and the faculty member are unable to reach a resolution, the Chancellor informs the Faculty Welfare Committee of his/her desire to terminate a tenured member of the faculty. The Chancellor gives this committee and the faculty member a written statement of charges, framed with reasonable particularity, and the factual basis for these charges, also stated with reasonable particularity. The chair of Faculty Welfare Committee must send copies of the Chancellor's statement to committee members at least ten (10) working days¹ prior to the committee's deliberation on the matter. The function of the committee is to determine whether the facts alleged, if true, would support the charge and whether the charge is of such a nature as to warrant termination. The discussions, records, and recommendations of the Committee will remain confidential.²

The Committee informs in writing both the Chancellor and the faculty member of its recommendations and its reasons therefore within thirty (30) working days¹ of the chair's receipt of the Chancellor's statement. Should the Chancellor then wish to pursue termination proceedings he/she informs by letter the faculty member of his/her decision to terminate, including a precise statement of specific charges. The letter also informs the faculty member of his/her right to request a hearing on this decision by the Tenure Review Board. If the faculty member takes no action within ten (10) working days¹ of receipt of notification by the Chancellor, the Chancellor, without

the faculty member having recourse to further proceedings, may send a written letter of termination.

Tenure Review Board Hearing

If the faculty member desires a hearing by the Tenure Review Board, he/she must so inform the chair of the Faculty Grievance Committee and the Chancellor in writing within ten (10) working days of receipt of notification by the Chancellor of the proposed termination. Upon receipt of the written request for a hearing, the chair of the Faculty Grievance Committee schedules a hearing and calls a meeting of the Faculty Grievance Committee for the purpose of forming the Tenure Review Board. The hearing is scheduled no sooner than fifteen (15) working days¹ and no later than forty (40) working days from the date of receipt. All parties must be given written notice as to time, date, and place of the hearing. The chair of the Faculty Grievance Committee is the temporary chair of the Tenure Review Board until the membership of the Tenure Review Board has been agreed upon by all parties concerned. The Tenure Review Board initially consists of a total of five (5) members, four (4) voting members and one (1) non-voting alternate member chosen by lot from the Faculty Grievance Committee. Unless specifically stated otherwise, the voting members and alternate member will be considered as members of the Tenure Review Board. If the Grievance Committee chair's name is not chosen as part of the lot, he/she will serve as a temporary member of the Tenure Review Board. The Tenure Review Board will hold joint pre-hearings with the parties concerned in order to finalize the composition of the Tenure Review Board, to simplify the issues, to effect stipulations of facts, or to meet other appropriate objectives as will make the hearing fair, effective, and expeditious. During the pre-hearings, members of the Tenure Review Board may disqualify themselves for bias or interest and the parties involved may raise the question of disqualification. Vacancies on the Tenure Review Board are filled by lot from the members of the Faculty Grievance Committee not already chosen by lot. In the event that there are not enough members of the Faculty Grievance Committee left to fill the vacancies, additional members of the Tenure Review Board may be randomly selected from the pool of all other voting faculty members of the Senate who are eligible to serve on the Faculty Grievance Committee. The Faculty Senate chair will be in charge of conducting the random selection. Those selected by the Senate chair may be excused by the Senate chair if they demonstrate cause. The parties concerned may raise the question of disqualification at subsequent pre-hearings. Once the membership of the Tenure Review Board has been finalized, the four voting members will elect a permanent chair of the Tenure Review Board from amongst themselves. If the chair of the Faculty Grievance Committee is not among the final Tenure Review Board members, he/she will no longer be affiliated with the Tenure Review Board.

Standards and procedures that apply in the conduct of the hearing:

- The hearing will be closed.
- A verbatim record of the testimony given at the hearing will be taken and a copy made available without cost to the faculty member upon request.

- The burden of proof that adequate cause exists rests with the Chancellor and will be satisfied only by clear and convincing evidence in the record, as established at the hearing, considered as a whole.
- During the proceedings, the faculty member will be permitted to have an academic advisor and/or counsel of his/her choice. The faculty member and/or his/her advisor or counsel may be present only during the testimony stages of these proceedings. The Chancellor and his/her counsel may be present only during the testimony stages of these proceedings.
- The faculty member will be afforded an opportunity to obtain necessary witnesses and documentary or other evidence. The Chancellor will cooperate with the Tenure Review Board in securing witnesses and making available documentary and other evidence.
- A quorum of three (3) is required for all Tenure Review Board meetings except for the final meeting when the resolution of the case is decided. Four (4) voting members must attend the final meeting. If a voting regular member cannot attend this meeting, the chair of the Tenure Review Board will designate the alternate as a voting member. Under these circumstances a new alternate will not be chosen.
- The alternate will have the same rights and responsibilities as voting members (e.g., may question witnesses and participate in all deliberations) except the alternate may not vote except as provided herein. When a voting Tenure Review Board member can no longer serve for whatever reason, the chair of the Tenure Review Board designates the alternate as a voting member and a new alternate is chosen following the procedures set forth above.
- The Tenure Review Board may grant adjournments to enable either party to investigate evidence as to which a valid claim of surprise is made.
- The faculty member and his/her advisor or counsel and the Chancellor and his/her counsel have the right to confront and cross-examine all witnesses. Where the witnesses cannot or will not appear but the Tenure Review Board determines that the interests of justice require admission of their statements, the Tenure Review Board will identify the witnesses, disclose statements, and, if possible, provide for interrogatories, although these cannot be required.
- The Tenure Review Board will not be bound by strict rules of legal evidence and may admit any evidence which is of probative value in determining the issues involved. Every possible effort will be made to obtain the most reliable evidence available.
- The findings of fact and the decision of the Tenure Review Board will be based solely on the evidence in the record, as established at the hearing, considered as a whole.

If the Tenure Review Board concludes that adequate cause for termination has been established, it so informs the Chancellor and the faculty member in writing. If the Tenure Review Board concludes that adequate cause for termination has not been established, it can recommend to the Chancellor that either no action be taken or that action short of termination be taken. In either case it so informs the Chancellor and the faculty member along with supporting reasons in writing. The Tenure Review Board's written statement should be delivered to the Chancellor and the faculty member by a means of delivery providing proof or confirmation of receipt.

Final Disposition and Appeals

Within fifteen (15) calendar days³ of receipt of the Tenure Review Board's report, the Chancellor informs the faculty member and the Tenure Review Board in writing of his/her decision together

with supporting reasons. The Chancellor informs the faculty member of his/her right to appeal an adverse decision to the President of USC. If the faculty member takes no action within fifteen (15) calendar days³ of receipt of notification by the Chancellor, the Chancellor may send the letter of termination. If the faculty member is dissatisfied with the final action of the Chancellor, he or she may appeal the decision to the President of USC by submitting in writing to the President a letter of appeal, a summary of the procedure thus far, copies of all correspondence relating to the matter between the faculty member and the Chancellor and between the faculty member and the Tenure Review Board. This action must be initiated within fifteen (15) calendar days³ of the faculty member's receipt of the Chancellor's notification of intention to terminate the faculty member. No further action can be taken on this campus. The President will act on the petition within thirty (30) calendar days³ of receipt of the faculty member's appeal. Within seven (7) calendar days³ of the receipt of notice of the disposition of the petition, the faculty member may appeal the President's action to the Academic Affairs Committee of the Board of Trustees which has thirty (30) calendar days³ in which to communicate its findings in writing to the President and the faculty member. Action by the Academic Affairs Committee of the Board of Trustees concludes the appeal procedure available within the university system.

Procedure for Termination of Tenured Faculty Because of Financial Exigency or Because of Reduction in Program or Instructional Unit

Termination Because of Financial Exigency

Financial exigency means a financial crisis which threatens the survival of USC Beaufort and which cannot be alleviated by less drastic measures than termination of tenured faculty members.

The administration must prove the existence of a financial exigency, must prove that all feasible alternatives to termination of tenured appointments have been pursued, including the termination of temporary appointments and untenured faculty in that order, and must define the extent of the financial exigency to the Faculty Welfare Committee. If the Faculty Welfare Committee does not agree that a financial exigency exists, it issues a statement to that effect. If the administration then chooses to proceed as though one does exist, it does so without faculty support. In such cases, the Faculty Welfare Committee recommends to the Faculty Senate the degree of faculty participation in the remainder of the termination process. If the Faculty Welfare Committee does agree that a financial exigency exists, then the administration and the Faculty Welfare Committee issue a joint statement that a financial exigency exists. The Committee must, at the time of each financial crisis, participate in the formulation of criteria for determining termination. All AAUP guidelines regarding financial exigency should be observed unless the AAUP guidelines conflict with other provisions of this Manual. The Committee itself must participate in the decision as to which individuals will be terminated. In all cases of termination of appointment because of financial exigency, the place of the faculty member concerned will not be filled by a replacement within a period of three years unless the released faculty member has been offered reinstatement at the same position title, salary level (adjusted by the average faculty salary increases over the period of termination), and tenure status as at the time of termination and has been given a reasonable time

(not to exceed one year) in which to accept or decline it. Length of service should appropriately be considered among the criteria except in extraordinary circumstances where a serious distortion in the academic program would otherwise result.

Termination Because of Reduction in Program or Instructional Unit

The decision to discontinue or reduce a program is based upon long range judgments that the educational mission of USC Beaufort as a whole will be enhanced by the discontinuance or reduction in contrast to considerations which reflect cyclical or temporary conditions. Any decision to discontinue or reduce a program must be arrived at by the Chancellor in consultation with the Faculty Welfare Committee after open hearings on the subject with the faculty as a whole. Every effort must be made to place faculty members affected by discontinuance or reduction in another suitable position within the USC System. If placement in another position would be facilitated by a reasonable period of training, financial and other support for such training should be considered by the Chancellor and the committee. Any shift to a new position, however, must follow appropriate search and hiring procedures for that position. Only if no position is available, may a tenured member of the faculty be terminated. A faculty member receiving notification of an intention to terminate because of discontinuance or reduction in program or instructional unit will be given a one year notice. In addition to one year's notice, the faculty member is entitled to all reasonable support from the university while conducting a search for a new position. This may include, but is not limited to, financial support to attend professional meetings, secretarial support, and the use of campus printing to the extent USCB resources allow such support. In all cases of termination pursuant to this policy, the place of the faculty member concerned will not be filled by a full-time or several part-time replacement(s) within a period of three years, unless the released faculty member has been offered reinstatement at the same position title, salary level (adjusted by the average faculty salary increases over the period of termination) and tenure status as at the time of termination and has been given a reasonable time (not to exceed one year) in which to accept or decline it.

¹Working days for the Fall and Spring semesters are defined as days when classes are in session during the Fall and Spring semesters. Saturday class days, student holidays, reading and exam days are excluded. Working days for the summer (the period that begins the day after the last Spring exam day and ends the day before the first day of classes for the Fall semester) are defined as Mondays through Fridays, excepting those days specified as classified employee holiday.

²It should be noted that any written records of these deliberations may be subpoenaed if the case reaches the public courts.

³If the last day of a period falls on a weekend or a holiday, the period shall be redefined to extend through the next working day.

SECTION VII: BENEFITS AND SUPPORT SERVICES

FACULTY BENEFITS

In accordance with the university's policy on Equal Employment Opportunity and Affirmative Action, the benefits and privileges described in this policy shall not be restricted on the basis of race, sex, age, color, religion, national origin, handicap, or veteran status.

Detailed information shall be provided to all new permanent employees and updated information shall be provided to all permanent employees by the USCB Human Resources Office as changes occur.

All benefits are subject to state regulations, university policies and procedures, the individual plan document, and the duly executed and recorded Notice of Election forms.

Sabbatical Leave

Purpose

The university provides sabbatical leaves to full-time, tenured faculty. Sabbaticals are periods of time designed to allow faculty to rejuvenate, explore scholarly interests, and further develop their capabilities as contributing scholars and teachers. USCB encourages faculty to utilize sabbaticals for these purposes. Recipients of sabbatical leave are separated from all other university duties during the period in question.

Eligibility

Tenured associate professors and tenured professors with six or more years of full-time service at USCB are eligible for sabbatical leave. They must be willing to serve for one year following completion of leave. If an individual faculty member does not choose to return for whatever reason, he/she is liable to USCB for the full amount paid to him/her during the period of sabbatical leave. In the event of death or permanent disability due to illness or accident while on sabbatical leave, USCB will not exercise its right of repayment. Individuals may not receive sabbatical leave within six years of the completion of a previous sabbatical leave. Faculty members requesting sabbatical leave must demonstrate, by means of a written proposal submitted through the appropriate department chair, how their planned activities serve the purposes for which they are intended. Faculty returning from sabbatical leave must submit a detailed written report of their scholarly or creative accomplishments to the EVCAA within three months of returning to the campus. The faculty member must also deliver a presentation of the outcomes of their sabbatical activities to the University Community within two major semesters of returning to service.

Requests

Each fall, the EVCAA announces a due date for sabbatical leave requests to be submitted. Requests for sabbatical leave are normally made in writing in the fall semester of the academic year prior to the academic year in which the leave would be taken. Any faculty member applying for sabbatical

leave will submit a formal written application to their Department Chair. The application will contain a detailed statement of the purpose for which the leave is requested and the expected outcomes of the leave. The Department Chair will draft a statement on the merits of the proposal and demonstrate that the duties of the faculty member can be reassigned to other faculty or part-time employees. This merit and budget impact statement along with the application will be forwarded to the EVCAA. Sabbatical leave awards are granted by the EVCAA.

Sabbatical Compensation

Sabbatical leave provides one-half pay for a full academic year or full pay for one-half academic year.

Before starting sabbatical leave, faculty members should contact the USCB Office of Human Resources for information on the continuation of retirement, insurance plans, and other employee benefits during the period of leave. Faculty members on twelve-month contracts do not accumulate annual leave while on sabbatical leave.

Faculty Development Funds

Faculty Development funds for travel and other needs are available to full-time faculty and are provided by the department when available. Application for use of these funds is through the faculty member's department chair. Some additional funds may be available from the Faculty Development Committee or through the office of the EVCAA for special needs. Application for use of these funds is through the chair of the Faculty Development Committee and through the office of the EVCAA, respectively.

Degree Program Pursuit

A faculty member may pursue a degree at USCB and in any institution other than USCB with the permission of the EVCAA. For additional benefits see the USC Policies and Procedures Manual.

FACULTY SUPPORT SERVICES

Computer Services

Computer Services is responsible for assisting USCB's students, faculty and staff in meeting their computer and telephone needs. Services provided include: assisting faculty and staff with selecting and ordering new computer equipment or upgrading existing computer equipment; scheduling individual meetings of classes in the computer labs, networked and interactive classrooms; establishing account numbers to access the Internet, the university's telephone and email systems, USCB's server and USC's mainframe server; instructing faculty, students and staff in the use of software packages; and assisting faculty with incorporating technology into their classroom instruction. Computer Services is responsible for processing the orders, installation, maintenance and inventory of all computer hardware and software. It installs and repairs phones and phone lines, establishes special temporary phone and computer setups, including conference calls, and provides support for USCB's interactive classrooms.

Library Services

The USCB library operates from two full service facilities on the North and South Campuses. Together, they house a sizeable collection of print and electronic materials freely available to faculty, students, staff, and the entire geographical service area. Faculty and students may access the university's system-wide online catalog, e-books, and many statewide databases both on campus and from remote locations. Faculty members enjoy extended loan privileges from the library and from all USC System libraries upon presentation of a current bar-coded faculty identification card. Materials not available locally may be requested by faculty and students through the library's interlibrary loan system. Through cooperative borrowing services faculty may search the library catalogs of colleges and universities located in the region, in addition to libraries throughout the United States and borrow materials from them.

Faculty carrels in the South Campus library are assigned on a "first come, first serve" basis.

Media Relations

The Vice Chancellor for Advancement coordinates news media publicity for USCB. Faculty members are encouraged to notify the Advancement Office about newsworthy events concerning their activities. When special events are planned, the Advancement Office should be given a three-week notice, if possible, to permit the arrangement of coverage in all appropriate media. Submissions to USC Times, the system-wide newsletter, should also be given to the Advancement Office. The Advancement Office provides assistance with advertisements and with the production and printing of brochures, flyers and other materials, as well as photography services.

Separation-Related Support Services

Faculty members who retire or separate voluntarily from the university may expect to continue having access to their email accounts for a time period agreed upon in advance by the individual and his/her department chair. A department chair may "sponsor" a former faculty member's email account for up to a year by writing a memo to the IT department.

For additional support services see the USCB Academic Affairs Resource Manual and the USC Policy and Procedures Manual.

SECTION VIII: SCHOLARSHIP

GENERAL POLICY

While the mission of USCB is primarily undergraduate instruction, the university supports scholarly endeavors by members of its faculty. These activities are regarded as indispensable to the high quality education of undergraduate students. It is understood that scholarship conducted at the university is devoted primarily to broadening the faculty member's competencies and professional abilities and to expanding the horizons of knowledge.

SUPPORT

University Funds

Annually, USCB assigns a moderate sum for research purposes which can be applied for through the Faculty Development Committee of the Faculty Senate.

Outside Funds

Faculty members interested in externally sponsored research should consult with their department chair, the USCB administrative office responsible for grants, and/or the USC Office of Sponsored Awards Management (SAM). To facilitate such support, the university serves as the contracting authority. A university signatory authority must approve any commitment to an outside agency that involves university participation. The university contributes to sponsored research when the work involved is significant to the purpose of the university.

All sponsored programs administered through a University of South Carolina Research Foundation must be approved and follow the procedures established by SAM.

Administrative Support

The USCB administration supports and encourages the scholarly development of faculty by aiding in the obtaining and management of grants and by providing, as appropriate, administrative office support, student assistants, faculty exchange and sabbatical opportunities, equipment and supplies, work space, and release time from classroom responsibilities. In turn, faculty members include USCB as their affiliation in published and presented works.

PAYMENTS FOR RESEARCH

Normally, payments to researchers are limited to the rate of pay they receive as members of the faculty.

GRANT ADMINISTRATION

The principal investigator or project director of sponsored research, training, or special projects shall be a faculty or staff member, normally the person who conceived and proposed the activity that resulted in the grant or contract. This person shall not be changed without the approval of the sponsor and the university. The principal investigator or project director is responsible for the technical direction of the project, for making all required technical reports, for administering all direct funds allocated to the project, and for complying with the terms and conditions of the grant or contract.

USE OF INTERNAL AND EXTERNAL CONSULTANTS

The university policy regarding the use of and payment for consultants on funded research and training projects is as follows:

- The need for the services of consultants shall be justified in the contract or general proposal approved by the granting agency. The principal investigator or project director shall state:
- that the consultants selected are the best-qualified people available to perform the desired tasks and
- that their fees are appropriate considering the qualifications of the consultants, their normal charges, and the nature of services to be provided.

Within the university, consultation is part of normal professional duties. However, in unusual circumstances where consulting is in addition to regular assigned duties and either crosses departmental lines or is to be performed at a remote location, extra compensation may be authorized. In these cases, advance approval of the EVCAA is required and the principal investigator shall certify as required above (1 and 2)

In cases where a university employee is hiring a consultant to be paid from a university grant or contract, such consulting is subject to the funding agency's regulations imposed within the grant or contract document. Further, if the consultant to be hired is a permanent state employee, remuneration for such activities is governed by the state and university's policies on extra compensation and dual employment.

EQUIPMENT AND SUPPLIES

As a general rule, requests for equipment and supplies should be limited to project-specific items. Strong justification is required for requests for equipment, the life and usefulness of which can be expected to extend well beyond the project for which it is requested. Any equipment purchased with grant monies belongs to the department.

INTEGRITY IN SCHOLARSHIP

The integrity of university programs requires that faculty eschew misconduct, that allegations of misconduct be resolved justly, and that a person making a good-faith allegation of misconduct not be subjected to recrimination.

“Misconduct” in this regard is defined as serious deviation from accepted standards and practices in proposing, carrying out, or reporting the results of scholarly undertakings, such as fabrication, falsification, or plagiarism; material failure to comply with university, government, or professional requirements for protection of researchers, human subjects, or the public, or for ensuring the welfare of laboratory animals; or failure to meet other material professional standards or legal requirements governing research. Honest error and differences in interpretation or judgment of data do not constitute misconduct. See also the USC System Policies and Procedures Manual.

RESEARCH AND THE USE OF HUMAN SUBJECTS

General Guidelines

The university adheres to all laws, regulations and ethical principles applicable to the protection of human subjects in research. Projects involving human subjects must have university approval. This policy applies to all research involving human subjects without regard to the source of funds supporting the project.

The Office of Research Compliance (ORC: <http://sc.edu/research>) is responsible for administering the university's program for protecting the rights of human research subjects. All research, whether conducted by faculty, staff, or students, requires review by the university's Institutional Review Board (IRB) unless specifically excluded as follows:

Certain types of minimal risk research (e.g., anonymous surveys, interviews, observation of public behavior, and record reviews) are exempt from IRB review. Activities involving human subjects that are strictly limited to classroom instruction and educational exercises do not require review by the IRB or an application for exempt status. A faculty member who is qualified to review research shall be appointed by the Chancellor for a two year term as IRB Liaison for USCB. An alternate liaison who is equally qualified shall also be appointed to avoid potential conflicts of interest. The ORC shall be notified of the appointments by September 15 of each year. The IRBL shall review all research projects proposed as exempt and determine whether the research qualifies for exemption. This information shall be reported to the IRB Administrator at ORC. Classroom activities that involve human subjects should be treated seriously and conducted with respect for the participants even though IRB review is not required. It is the professor's responsibility to convey the appropriate principles to his/her students. Professors are responsible and may be held accountable for the treatment of human subjects in this situation.

Research undertaken for the completion of honors or senior theses must be reviewed by the IRB Liaison. If such research is not declared exempt, it must be reviewed by the IRB. If there is any intent to use the data acquired in classroom research activities to other purposes such as public dissemination, there must be an IRB review. In the establishment of a "subject pool" where credit is granted in a course for participation, students must be given a reasonable alternative to participation as research subjects. Research conducted using such a pool of subjects for other than classroom instruction must be reviewed by the IRB Liaison and the IRB, if not exempt. Any research on human subjects who are under the age of 18 is not exempt under any circumstances and must be reviewed by the IRB.

Requests for a copy of the USC Application for Approval of a Research Project Containing Human Research Subjects, applicable policies and procedures, and any assistance should be directed to ORC. Those investigators requesting exemption from IRB review must complete an additional Request for Study Exemption form and forward the required information to the IRB Liaison. Applications for research that is clearly non-exempt should be sent directly to ORC. Approvals are for one year only. Investigators may apply for a continuance if needed. Researchers should note that IRB decisions are based upon several considerations, including ethics, soundness of science, and benefits to subjects and/or society.

Responsibilities of the IRB Liaison

The Liaison shall review each application to determine if the research meets the criteria for exemption in accordance with applicable federal regulations and the university's Federal-Wide Assurance (FWA).

The Liaison shall make recommendations for any modifications deemed necessary to best protect the interests of the human subjects. Such modifications may relate to research procedures and/or the informed consent process.

The Liaison, upon approval of the exemption request, shall provide a letter of certification exemption to the principal investigator and send the ORC a copy of the Request for Study Exemption form, the project abstract, and letter of certification exemption.

The Liaison, upon disapproval of the exemption request, shall return the application to the principal investigator for submission to the IRB. The Faculty Secretary shall maintain, on behalf of the Liaison, a file of completed applications and correspondence for all projects reviewed for three years beyond the date of review. These files are subject to review by the university's IRB and personnel from the ORC.

Responsibilities of the Principal Investigator:

The principal investigator shall submit the following to the IRB Liaison:

- Completed Application for Approval of Human Research Subjects form
- Request for Study Exemption form

- Complete research proposal / protocol
- Project abstract in layman's terms not to exceed one page
- Informed consent form(s) or cover letter (as appropriate)
- Survey instruments, questionnaires and subject recruitment materials

Student research proposals submitted for review shall include the signature of the faculty advisor/sponsor of the project. Even though the student may be serving as principal investigator, the faculty advisor/sponsor is equally responsible for the ethical conduct of the research.

The principal investigator shall report any changes in procedures or unexpected events that occur in the course of the research to the IRB Liaison who will determine actions necessary for maintaining approval of the project.

APPENDIX I: FACULTY SENATE

ORGANIZATIONAL STRUCTURE

The academic programs at USCB are administered by departments. Faculty of each department shall include all full-time members of its disciplines, who alone are responsible for the curriculum of the USCB.

Departments hold regularly scheduled meetings called by the department chair. Special meetings, when necessary, may be initiated by a small plurality of faculty, by the chair, or by the EVCAA. A majority of full-time departmental faculty constitute a quorum for the transaction of business.

Membership

The official organization of the faculty, the Faculty Senate, consists of full-time faculty members and professional librarians holding the rank of Instructor (although voting rights are only granted to Instructors who have attended the Senate and participated in Senate activities for three consecutive years), Assistant Professor/Librarian or above, the Chancellor, the EVCAA, and such other persons as the Senate membership sees fit to elect.

Voting

Members of the faculty who meet the above criteria shall have the right to present motions and to vote in the Senate. Instructors who hold continuing-contract appointments become voting members of the Senate after three consecutive years of Senate participation. Individuals holding temporary faculty appointments or those who teach less than full-time per semester are not voting members of the Faculty Senate unless so designated by vote of the Senate membership. Votes on membership are for the academic year during which the vote occurs. The power to extend the voting right shall be reserved to members of the Faculty Senate. Full-time faculty may exercise the right to vote during temporary absences from the university, such as sabbaticals or leaves of absence. However, voting by proxy is not permitted at meetings of the Faculty Senate.

Voting is by voice or show of hands unless a written ballot is called for by any senator. (Robert's Rules of Order) All elections are conducted by secret ballot unless a slate has been presented without opposition.

Officers

The elected officers of the Senate shall be the faculty chair, the chair-elect, and the secretary. These officers shall perform the duties prescribed in the Faculty Senate Bylaws and Standing Rules, and by parliamentary authority adopted by the Senate.

The chair is the presiding officer of the Faculty Senate. The chair represents the faculty on the Beaufort/Jasper Higher Education Commission and sits as an ex officio member on administrative advisory groups that advise the Chancellor on university matters. The chair-elect serves as presiding officer in the absence of the faculty chair. The secretary records and distributes

electronically to the members of the faculty written minutes of the meetings and annually compiles and publishes a summary of faculty actions. The Senate elects its chair, chair-elect, and secretary from among its voting members. The chair appoints a parliamentarian from among the membership at the first meeting of the fall semester. The chair may vote in the Faculty Senate only to break a tie.

Meetings

Meetings of the Faculty Senate shall be called by the Senate chair as deemed appropriate. Special meetings may be called by the Chancellor, the chair, or the chair-elect in the absence of the chair, or by written request of twenty (20) percent of the official voting members. At least five (5) days written notice shall be given prior to any meeting except in cases of emergency.

Conduct of Business

The rules contained in the most recent edition of Robert's Rules of Order shall govern the Senate in all cases in which they are applicable and in which they are not inconsistent with the Bylaws and Standing Rules of the Senate and any special orders the Senate may adopt. (See Bylaws and Standing Rules in the appendices). A quorum for meetings of the Faculty Senate is a majority of the eligible voting faculty.

The chair shall prepare an agenda to be distributed via email at least three (3) working days before each meeting. Faculty may contribute to the agenda by submitting items to the faculty chair. The published agenda may include elections to committees when appropriate; statements from the Chancellor on major policy; reports of faculty and committees; old business; and new business including matters raised from the floor. Failure to notify the chair in time to include an item of business on the agenda shall not bar consideration of such item, but priority shall be given to the business on the published agenda.

FACULTY SENATE STANDING COMMITTEES

Rules Pertaining to Committees

The Senate shall establish, abolish, or modify standing, special, or ad hoc committees as it deems necessary and shall elect committee members in accordance with existing Senate rules.

Faculty may serve terms of three (3) consecutive years on Senate committees. Vacancies created by unexpired terms shall be filled by special elections. No faculty member shall be required to serve on more than three (3) Faculty Senate committees at any one time. New faculty, at the rank of tenure-track (probationary) Assistant Professor, or Instructor, should not serve on Senate committees for two (2) semesters.

Standing committees of the Faculty Senate shall have 5 members elected by the senate (except in the case of the Pre-Tenure Subcommittee, the Promotion and Tenure Committee, the Post Tenure

Review Committee, and the Grievance Committee). No more than one (1) member from any department may serve on a given committee, except in the cases of the Tenure and Promotion Committee and the Grievance Committee. The chair of a faculty committee shall be a faculty member. For continuity, the elected members serve for staggered terms of three years.

Committees shall meet as often as necessary to complete their business. By the last Senate meeting of the spring semester, committee chairs shall submit a written report on the committee's activities and actions during the year. These reports shall be included in the minutes of the September Senate meeting.

Ex officio members and student members may be present on specified committees. The term "ex officio" designates non-voting status on faculty committees. Administrators may be asked to serve on committees as ex officio members.

Faculty Senate members may attend meetings of Faculty Senate committees except at times when personnel issues are being discussed. (Personnel issues shall include, but not be limited to, discussions of promotion and tenure, awards to faculty members, and grievances.)

Faculty members on leave or exchange shall relinquish their committee positions; they will be reinstated upon their return only if their absence is for one semester or less. Resulting vacancies in elective committee memberships will be filled by special election. When the vacancy is for one semester or less and an immediate replacement is needed, the Faculty chair may appoint a replacement.

In instances of routine business, committees are empowered to act as deputies of the Senate. However, any action taken by any committee is always subject to review by the Senate.

With the approval of committee members, a committee chair may request that the chair of the Senate remove an elected member for excessive absences or nonparticipation.

Descriptions

Faculty Welfare Committee

The Faculty Welfare Committee considers university policies and the enforcement of those policies regarding the welfare of the faculty such as faculty salaries, other compensation and benefits, and any matters affecting the workplace environment. The committee may recommend appropriate changes or the enforcement of existing policy, propose new policies, or comment upon proposed university action affecting faculty welfare. The committee consults with the administration concerning the method by which raises are determined. In addition, this committee continually reviews and makes recommendations regarding other issues of faculty welfare including, but not limited to, policies regarding visiting professors, conditions of employment, compensation, leave, insurance, retirement, and all other matters concerning fringe benefits.

In addition to elected faculty members, the Chancellor, the EVCAA, and the Human Resources Officer may sit on the committee as ex officio members.

Courses and Curricula Committee

The Courses and Curricula Committee acts as a deputy of the Senate in a deliberative and recommending capacity concerning all requests for additions, deletions, and changes in programs, courses, and curricula and compliance with the campus's long-range plans. Any proposed new curricula and new courses, and any course changes that affect the substance of course descriptions in the USCB Bulletin, must be submitted to the Courses and Curricula Committee for consideration. The advice of the Courses and Curricula Committee is reported to the Senate on any degree proposal. When programs are considered, the committee reviews and approves the tentative curriculum of the proposed program. The committee also recommends to the Senate policies regarding academic standards and periodic program evaluation.

In addition to elected members, the Library Director serves as a permanent member of this Committee and the Registrar, Assistant Registrar, and the EVCAA serve as ex officio members.

The Faculty Manual Review Committee

The Faculty Manual Review Committee reviews the manual and recommends changes to the manual to the Senate.

Faculty Development Committee

The Faculty Development Committee plans and executes activities that enhance a strong commitment to faculty vitality and renewal. Specifically, the Faculty Development Committee:

- Works with the Office of the EVCAA to sponsor a new faculty orientation workshop at the beginning of the academic year.
- Sponsors workshops, colloquia, brown-bag lunch discussions, and seminars on issues related to teaching, scholarship, and service at various times during the academic year.
- Coordinates a mentoring program for new faculty.
- Develops a plan for on-going faculty development.
- Creates procedures for the application and disbursement of any available individual Faculty Development Committee funds including a mechanism for the reporting of any disbursements to the Senate.
- Reviews proposals and hears presentations from faculty about suggested faculty development activities.
- Conducts on-going evaluation of the faculty development program.
- Obtains input from faculty regarding their needs for faculty development.

Faculty Library Committee

The Library Committee considers matters concerning the status and funding of the USCB libraries. It serves in an advisory capacity, approving departmental allocations and recommending policy governing the development of collections. It serves as a liaison between the library and the

academic divisions for all communications concerning book orders, databases, library facilities, technology support, services, hours, and other related matters.

In addition to the elected members, the Library Director and the Assistant Librarian serve on the committee as ex officio members

Promotion and Tenure Committee

The committee makes promotion and tenure decisions. It also considers offers of rank or tenure at the associate or full professor level to prospective faculty members.

Membership for promotion and tenure considerations consists of all tenured voting members of the Senate, excepting faculty members elected to the Faculty Grievance Committee who cannot serve simultaneously on the Promotion and Tenure Committee. Additionally, administrators with faculty rank may not serve as members of this committee. At the April meeting, the chair of the Faculty Senate appoints a chair of the Promotion and Tenure Committee who serves a one (1) year term. Immediately following the April Senate meeting, the new chair calls committee members together to formulate the schedule for the upcoming academic year, to agree upon procedures for gathering and safekeeping relevant information, and to elect the Pre-tenure Review Subcommittee identified below. When necessary the committee recommends policies to the Senate for approval, and reports its actions to the Senate and to the administration.

Pre-tenure Review Sub-committee

The Pre-tenure Review Subcommittee provides peer review for tenure-track (probationary) faculty members. The Committee provides the faculty member with a written narrative that highlights strengths and suggests areas for improvement.

Membership consists of the chair of the Promotion and Tenure Committee along with four (4) additional members of the Promotion and Tenure Committee, elected by the Senate, and preferably no more than one from each department. Once constituted, these five (5) committee members formulate the schedule and internal procedures for gathering and safekeeping relevant information. When necessary, the subcommittee recommends policy changes to the Promotion and Tenure Committee for approval. Members each serve a term of one (1) year.

Additionally, a particular candidate's job performance reviewer also serves as an ex officio member of the committee for the purpose of peer review for that candidate.

Post Tenure Review Committee

The Post Tenure Review Subcommittee evaluates tenured teaching/research faculty.

Membership consists of three (3) tenured professors or tenured librarians who hold the same rank or higher as the faculty member being reviewed. At least one must be selected by lot from the same department or proximate discipline as the faculty member undergoing review. The other two names are drawn by lot from the pool of eligible tenured members. The faculty member under review has an opportunity to excuse one (1) member without explanation and ask or another

drawing to find a replacement. The drawing takes place at the April meeting of the Senate. Members each serve for a one year term.

Once constituted, the committee formulates the schedule and internal procedures for gathering and safekeeping relevant information. When necessary, the subcommittee recommends policy changes to the Senate for approval.

Faculty Grievance Committee

The Faculty Grievance Committee considers individual grievances filed by faculty members in the manner specified in the USCB Faculty Manual. When, in its judgment, a grievance is determined to be well founded, the committee first attempts to resolve the matter through mediation or other appropriate action. The committee recommends to the administration what action, if any, ought to be taken to resolve the grievance.

Membership consists of seven (7) tenured associate or full professors or tenured librarians, each with five (5) or more years of experience, who have no supervisory or evaluative role over other faculty and who are elected by the faculty at the April meeting to serve a one year term.

The committee meets in the fall of each academic year to elect a chair. Members who serve on the Faculty Grievance Committee cannot serve simultaneously on the Promotion & Tenure Committee. For more information, see the Section V: Academic Grievances.

Faculty Grievance Subcommittee

The Faculty Grievance Subcommittee is derived from the Faculty Grievance Committee to hear specific grievances when they are filed. Membership consists of five members (See Section V: Academic Grievances).

Tenure Review Board

The Tenure Review Board is an ad hoc committee of the Faculty Grievance Committee created to determine whether adequate cause has been established in cases of faculty termination.

Membership consists of five members. For more information, see Section IV: Tenure & Promotion and Section VI: Faculty Separation.

Ad Hoc Faculty Senate Committees

Ad hoc committees are called into action to address specific issues and concerns as they arise. They are created as needed by the Faculty Senate chair who may also appoint some of their membership. Additionally, Ad hoc committees may be established by the chair at the written request of twenty (20) percent of the voting faculty. Ad hoc committees normally cease to exist at the end of the academic year in which they were formed unless otherwise approved to continue by vote of the Senate membership. All such Ad hoc committees report their findings and conclusions to the Senate by the first scheduled meeting of the fall semester.

APPENDIX II: BY-LAWS AND STANDING RULES OF THE USCB FACULTY SENATE

FACULTY SENATE BYLAWS

Article 1: Name

The Faculty Organization of the USCB shall hereinafter be called the Faculty Senate or the Senate.

Article II: Purpose and Powers

The Faculty Senate of the USCB is endowed with all the powers and authority of the university faculty. The Senate shall formulate policy regarding the educational practices and standards of the university and all other matters pertaining to the conduct of faculty affairs, subject to review and approval by the EVCAA, the Chancellor, the President, and the Board of Trustees.

Article III: Membership

Section 1

The Faculty Senate consists of full-time faculty members and professional librarians holding the rank of Instructor, Assistant Professor/Librarian or above, the Chancellor, the EVCAA, and such other persons as the Senate membership sees fit to elect.

Section 2

Official voting members of the Senate shall include all full-time faculty holding the rank of Assistant Professor or above, tenure-track librarians, the Chancellor, the EVCAA, full-time Instructors who have actively participated in Senate affairs for three consecutive years, and such other persons as the Senate sees fit to elect.

Article IV: Elected Officers

Section 1

The elected officers of the Senate shall be a chair, a chair-elect, and a secretary. The chair and chair-elect shall each serve a two-year term. The secretary shall serve a one-year term. The officers shall perform the duties prescribed by these bylaws and by the parliamentary authority adopted by the Senate.

Section 2

At the regular April meeting, the secretary (and, if appropriate, the chair and chair-elect) shall be nominated from the floor and elected by secret ballot or acclamation to serve for one (1) year in the case of the secretary and two (2) years in the case of the chair and chair-elect, or until their successors are elected. Their terms of office shall run from August 16 through August 15 of successive year(s). Special elections, following the above procedure, may be held during the regular academic year to fill a vacated position.

Section 3

No member shall hold more than one office at a time and no member shall be eligible to serve more than three (3) consecutive terms in the same office.

Section 4

The chair represents the Senate to the Beaufort/Jasper County Higher Education Commission and sits as an ex officio member on administrative advisory groups that advise the Chancellor on university matters.

Section 5

The chair-elect serves as presiding officer in the absence of the faculty chair. The secretary records and distributes electronically to the members of the faculty written minutes of the meetings and annually compiles and publishes a summary of faculty actions.

Article V: Meetings

Section 1

Meetings shall be held regularly during the academic year. No ordinary business shall be conducted during the summer months when the Senate is not in session.

Section 2

Special meetings may be called by the Chancellor, the chair, or the chair-elect in the absence of the chair, or by written request of twenty (20) percent of the voting members.

Section 3

At least five (5) days written notice shall be given prior to any meeting except in cases of emergency. The term “emergency” shall be left to the interpretation of the chair.

Section 4

An agenda for each meeting shall be distributed electronically at least three (3) days prior to the meeting.

Section 5

A quorum for meetings of the Faculty Senate is a majority of the eligible voting faculty. The chair of the Senate, in consultation with the secretary of the Senate, will determine the quorum for an academic year prior to the first meeting of that academic year.

Section 6

Except in the case of absentee and mail ballots, which are not allowed in Grievance related votes, all vote counts shall be based on the official voting members who are present and voting. Proxy votes are not permitted.

Article VI: Committees

Section 1

The standing committees established by the Senate shall report to the Senate and discharge such duties as the Senate may assign to them. The Senate shall establish, abolish, or modify Senate committees as it deems necessary.

Section 2

Election of members to faculty committees shall take place in April of each year. Nominations are made from the floor by any member of the Senate, and shall remain open at that meeting until adjournment. Election of members to new committees or to fill vacancies occurring in existing committees may take place as the need arises during the year at the direction of the chair.

Section 3

Committee members elected in April will assume office with the beginning of the next academic year on August 16. The term of outgoing members will end on August 15, although no ordinary business shall be conducted during the summer months when the Senate is not in session.

Section 4

Ad hoc committees may be established by the Senate, from time to time, as deemed necessary.

Article VII: Parliamentary Authority

Section 1

The rules contained in the current edition of Robert's Rules of Order shall govern the Senate in all cases to which they are applicable and in which they are not inconsistent with these bylaws or the standing rules the Senate adopts. The chair will appoint a parliamentarian at the first meeting over which she/he presides. The parliamentarian will serve the same term as the chair who appointed her/him.

Article VIII: Amendment of Bylaws

Section 1

These bylaws may be amended at any regular meeting of the Senate by a two-thirds vote of the voting faculty present when a quorum exists, provided that the amendment has been submitted in writing at the previous regular meeting.

Section 2

The bylaws may also be amended by a mail vote taken after the regular meeting, provided that the amendment has been submitted in writing at the previous meeting and time for discussion is provided at the regular meeting. A two-thirds vote of the voting faculty submitting a ballot is required to pass an amendment provided that a majority of the voting membership participates.

Article IX: Publication of Bylaws and Rules

Section 1

The Bylaws and Standing Rules of the Faculty Senate shall be published in the Faculty Manual and in such other form as may be convenient for distribution, and such publication shall be revised from time to time as deemed necessary.

FACULTY SENATE STANDING RULES

Rule 1: Distribution of Minutes

The minutes of all Senate meetings, including all motions to be considered at the upcoming meeting, shall be submitted by the secretary who will place them on the Senate Web page at least three (3) days prior to the next regular meeting.

Rule 2: Order of Business

The order of business in the Faculty Senate shall be as follows:

- corrections to and approval of minutes
- reports of officers, including reports of the Chancellor and the EVCAA
- reports of faculty committees
- reports of ad hoc committees
- special orders (including elections)
- unfinished business
- new business
- announcements
- Good of the Order
- adjournment

Rule 3: Agenda and Reports

Any committee or individual official voting member may place an item on an agenda by notifying the chair in writing at least five (5) days prior to the meeting. Emergency items may be brought before the Senate without prior written distribution with the permission of the chair.

Written reports from the Chancellor and EVCAA must be submitted to the secretary at least five (5) days prior to the meeting. Administrative reports will not be read in the meeting, but the Chancellor and Vice Chancellor shall stand for questions and/or discussion.

Written reports from all committees must be submitted to the Faculty Senate secretary at least five (5) days prior to the meeting and made available to the Faculty at least three (3) days prior to the meeting. All motions from committees must be written and made available to the faculty three (3) days in advance of the Senate meeting as well as in paper format for distribution at the beginning of the meeting.

A written agenda shall be prepared by the chair and distributed via email to all members of the Senate at least three (3) days prior to the meeting.

Non-members of the Senate who wish the Senate to consider a matter which would otherwise not appear on the published agenda shall notify the chair who shall list the matter as a request for consideration.

The Senate shall not give final consideration to any substantive legislative matters not included on the published agenda of the meeting at which introduced, unless the Senate agrees to consider such matters by a two-thirds vote.

Rule 4: Elections

Elections shall be conducted in the manner provided in the Bylaws of the Faculty Senate.

Absentee ballots must be submitted to the Secretary in a sealed envelope at least one (1) day prior to an election. Voting shall be by secret ballot or by acclamation if no opposition exists; a majority is required for election. If no candidate receives a majority vote on the first ballot, candidates receiving the two highest numbers of votes shall be the nominees for the second ballot. The secretary and parliamentarian shall serve as election tellers.

Rule 5: Visitors

The Senate may, by majority vote, permit any person to attend and address the Senate during part or all of any Senate meeting.

The President and the Vice-President of the Student Government may attend all open meetings of the Faculty Senate and, when requested by the Senate, may make reports to the body.

Rule 6: Committee Meetings

In addition to preparing a record of the Faculty Senate proceedings, the secretary of the Senate is responsible for keeping on file (in Faculty Senate Folder on the USCB K Drive) a record of the proceedings of standing and ad hoc committees established by the Senate.

The chairs of the committees are charged with organizing and sending the minutes and any other committee reports to the secretary by the end of the fiscal year or no later than August 1. Minutes are to be taken at all committee meetings except for the portions of proceedings that are confidential. Committee minutes shall be kept in the the appropriate folder on the USCB K Drive.

Rule 7: Voting

In accordance with Robert's Rules of Order and except in the case of elections, voting shall be carried out by voice vote or, upon request of the chair, by a show of hands. Any member of the Senate may request a written ballot at any time, and this request shall be honored.

Rule 8: Executive Sessions

The Senate may, in extraordinary circumstances, by majority vote go into Executive Session for the conduct of any business. While in Executive Session only members of the Senate and special invitees may be present.

APPENDIX III: RELATED UNIVERSITY POLICIES AND OUTSIDE ACTIVITIES

RELATED UNIVERSITY POLICIES

EOP 1.00 - Equal Opportunity and Affirmative Action <http://www.sc.edu/policies/eop100.html>

EOP 1.01 - Equal Opportunity Complaint Processing Procedures
<http://www.sc.edu/policies/eop101.html>

EOP 1.02 - Sexual Harassment - <http://www.sc.edu/policies/eop102.html>

EOP 1.03 - Discriminatory Harassment <http://www.sc.edu/policies/eop103.html>

EOP 1.04 - Non-Discrimination Policy - <http://www.sc.edu/policies/eop104.html>

Family Friendly Policies

ACAF 1.31 rev. - Extension of Faculty Tenure-Track Probationary Period

ACAF 1.60 - Modified Duties Semester for Faculty

ACAF 1.61 – Faculty Dual Career Accommodation

Animal Care and Use Policies

ACAF 5.03 - Care and Use of Laboratory Animals <http://www.sc.edu/policies/acaf503.html>

ACAF 5.04 - Protocol for Reporting Misuse of Animals -
<http://www.sc.edu/policies/acaf504.html>

ACAF 5.05 - Inspection of USC Animal Facilities by Non-USC Personnel -
<http://www.sc.edu/policies/acaf505.html>

Intellectual Property

ACAF 1.33- Intellectual Property Policy <http://www.sc.edu/policies/acaf133.html>

AAUP Policy Statement

The USCB adheres in principle to the American Association of University Professors' "Statement on Academic Freedom" and its policy to defend academic freedom against any encroachment. Where university policies differ from those standards, the regulations stated herein, or as subsequently modified by the university, will apply. A university as the center of learning depends upon the free search for truth and its free exposition. The university has adopted the following statement on academic freedom:

Faculty members are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of other academic duties, but research for pecuniary return shall be based upon an understanding with the authorities of the institution.

Faculty members are entitled to freedom in the classroom in discussing their subjects. Faculty members are citizens, members of a learned profession, and officers of the institution. When faculty members speak or write as citizens, they are free from institutional censorship or discipline, but their special position in the community imposes special obligations. As persons of learning and as educational officers, faculty members shall remember that the public may judge their profession and their institution by their utterances. Consequently, faculty members shall at all times strive to be accurate, exercise appropriate restraint, respect the right of others to express their opinions, and make every effort to indicate that they are not spokespersons for the institution.

Faculty members who believe their academic freedom has been infringed may request in writing that the Faculty Senate chair initiate an investigation. The request should describe clearly and concisely the events and circumstances upon which the charge is based. The Faculty Senate chair will refer the request to the Chancellor and to an appropriate Faculty Senate committee. (See Section V: Academic Grievances.)

OUTSIDE ACTIVITIES

General Policy

Faculty members may conduct remunerated, professional work of an expert nature outside the university when the work contributes to their professional development and when it does not interfere with their research, teaching, and university service obligations. No such outside work shall be undertaken without prior approval of the department chair concerned and the Office of the EVCAA.

Outside professional activities to be reported do not normally include participating in colloquia, writing textbooks, and creating and/or performing in the arts. Other compensated services, private

practices, and for-profit activities are covered by this policy unless they take place during parts of the year when the faculty members are not under contract.

No members of the faculty should receive compensation for tutoring students in any course for which they are currently empowered to grant credit, or over which they have any authority. This is not to be interpreted as prohibiting tutoring for remuneration in courses over which they have no authority.

Pro Bono Work

USCB encourages professional pro bono work, for reasonable time periods and without substantial allocation of USCB resources, as a normal and desirable activity for faculty. When professional pro bono work exceeds an average of four hours a week during a semester, it exceeds the limits established by this policy. Faculty members should report professional pro bono activities in their annual evaluation files.

Dual Employment

Employment and compensation by any state agency in excess of an employee's regular salary for temporary, part-time contractual, consultative service, or honoraria is considered dual employment and must be approved in advance by the department chair, the EVCAA, and the State Budget and Control Board. The USC Division of Human Resources will determine and issue all procedures, forms, reports, etc., as are necessary for the day-to-day administration and processing of dual employment agreements involving employees of the university.

Appearances of Impropriety

Areas in which either the mission of the university or the professional and ethical conduct of its faculty might be compromised are divided into two broad categories. The first regards conventional conflicts of interest situations in which individuals may have the opportunity to influence the university's activities in ways that could lead to inappropriate personal gain or give improper advantage to their associates. The second regards conflicts of commitment situations in which an individual's external professional activities, often valuable in themselves, interfere with the individual's paramount obligations to students, colleagues, and the university.

Conflicts of Interest

A member of the university faculty may be permitted to do professional work of an expert character outside the university and to receive pay therefore when the work in question contributes to the professional development of the faculty member and when it does not interfere with teaching, scholarship, and university service obligations. In cases of potential conflicts of interest or dual employment with other public agencies, a report should be filed with the Office of the EVCAA and the Chancellor. The university reserves the right to declare a conflict of interest at any time.

Conflicts of Commitment

Faculty, researchers, and scholars should be given various degrees of freedom in scheduling their activities with the understanding that their external professional activities will enhance the quality of their direct contributions to USCB and its mission. Outside professional activities are allowed and encouraged so long as they do not conflict with the expected performance of duties and obligations to USCB. Faculty applying for or participating in governmental and private sector proposals or contracts must adhere to and comply with additional reporting requirements stipulated by the given agency or by the USC Office of Sponsored Awards Management (SAM). (See also Section VIII: Scholarship).

Reporting and Reviewing Procedures

The following areas must be reported for potential conflicts of interest or commitment review:

- contracts with any private sector entity (individual or business)
- ownership of or equity holding in a business, management or board position in a business
- participation in a contract or proposal through an entity other than USC Beaufort
- participation in a service or teaching contract with another college or university
- academic remuneration noted as fees and honoraria

The appropriate department chair and the EVCAA will review the faculty files annually as part of the normal review process and respond accordingly. Any appearance of conflicts of interest or commitment must be reviewed fully by the department chair and the EVCAA. Should a case arise of a perceived “appearance of impropriety,” the department chair advises the faculty member to cease engaging in the activity or to modify the proposed or continuing activity. A written record is kept of all steps taken leading to resolution of the issue. The department chair advises the office of the EVCAA of the nature of the issue, the steps taken within the department to deal with it, and suggestions for any procedural changes in this policy that may assist in preventing a recurrence.

Political Activity

As responsible and interested citizens in their communities, faculty and staff members of the university should fulfill their civic responsibilities and should engage in the normal political processes of our society. With the written consent of the department chair, the EVCAA, the Chancellor, and the President, and with the approval of the Board of Trustees, any faculty member or staff member may seek election to hold public office provided such action does not interfere with normal duties. The candidacy must be approved prior to announcement for public office. First, however, there must be confirmation that there is no conflict of interest between the activity and the responsibility of the individual to the university and the State of South Carolina. If it is determined that such candidacy and/or election is in basic conflict with the faculty or staff member’s normal duties, the President may ask the employee to obtain a leave of absence without pay or to resign before announcing for the office.