

University of South Carolina Beaufort



Faculty Manual

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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 AND 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. The faculty member 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: Promotion and Tenure)

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 POSITIONS

Adjunct Faculty

Adjunct faculty is a part-time appointment of a person who meets the minimum requirements of the title or position for the field in which he/she/they teaches. Adjunct faculty report to the department chair. Appointment is on a semester basis and not in the tenure track. Service under such an appointment is not considered part of a probationary period for tenure considerations.

Instructor and Instructor Librarian

Instructor/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/they teaches or, in the case of librarians, the ALA-accredited master's terminal degree in library and information science.. Appointment may be on a multi-year 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 and Senior Instructor Librarian

Senior Instructor/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 and Senior Instructor Librarian must be by promotion from the rank of Instructor and 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 is 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/their recommendation along with the departmental faculty recommendation to the EVCCA who makes the determination for appointment. 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

Clinical Faculty

Clinical Faculty appointments are regular, full-time or part-time appointments of clinicians of substantial professional caliber to supervise and instruct students in clinical, field, classroom, or

laboratory settings, and/or to engage in practice and outreach, and/or have substantial professional caliber to administer academic programs and other administrative activities. Clinical faculty are generally appointed to positions in professional programs, STEM fields or the social sciences. Clinical Faculty usually have an earned medical or terminal degree unless noted below. Education, certification, and licensure of an individual must meet the minimum regulatory requirements of the respective board and/or accrediting agency. The accrediting agency must be recognized by the U. S. Department of Education. According to individual circumstances, faculty in these positions may or may not be salaried.

- i. Clinical Professor: An individual appointed as a Clinical Professor must have a record of outstanding performance, and have at least nine years of effective, relevant experience. This rank is reserved for individuals with proven stature as a clinician.
- ii. Clinical Associate Professor: An individual appointed as a Clinical Associate Professor must have a record of effective performance and have strong potential for further development as a clinician.
- iii. Clinical Assistant Professor: An individual appointed as a Clinical Assistant Professor must have strong potential for development as a clinician or practitioner.

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 discretion of the EVCAA in consultation with the department chair. This appointment does not accrue time towards tenure, promotion, or sabbatical leave. 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.

FULL-TIME FACULTY APPOINTMENTS

The full-time faculty of a department or academic unit consists of its Professors, Associate Professors, Assistant Professors, Instructors, Librarians, 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). Non-tenure track full-time faculty must have obtained at least the master’s degree and a minimum of 18 hours of graduate coursework in the field in which they teach or, in the case of librarians, the ALA-accredited master’s terminal degree in library and information science. 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 initiates the search process. The EVCAA assembles a search committee consisting of three faculty members recommended by the department chair (from within the department in which the vacancy has occurred) or Director of Libraries and one faculty member from outside the department and appoints a committee chair. The search committee, in conjunction with the appropriate department chair or Director of Libraries, 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 for Full-Time Faculty

For information on USC System-wide policies regarding Recruitment and Appointment of Tenured, Tenure-Track, and Non-Tenure-Track Faculty, see ACAF 1.0. Searches entertaining candidates from a world-wide talent pool should begin working with the Office of Human Resources during the planning stages of the position. Once interviews have taken place and candidate selections made in consultation with the departmental faculty, the search committee votes upon recommendations. The chair of the search committee submits a list of finalists, with strengths and weaknesses outlined for each, to the department chair or to the Director of Libraries, who then forwards that information along with their respective recommendations to the EVCAA..

The offer should be presented based on the recommendations of the search committee, department chair, or Director of Libraries.. Offers of tenure or rank at the associate or full professor level must be approved by the Promotion and Tenure Committee, the EVCAA, and the Chancellor. The written approval of the president is required before an offer can be extended for a hire with tenure and/or for a position at the rank of professor; offer letters must state that tenure is contingent on the approval of the Board of Trustees (per ACAF 1.0).

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, an 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 for tenure-track faculty, all faculty appointments follow the procedures outlined in Section VI: Separation. Full-time instructors and librarians who hold the rank of instructor are hired on an annual basis unless otherwise specified in their offer of employment. 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 faculty separation. If an appointment is not to be renewed, adequate notice will be given. (For more information, see Section VI: Separation.)

Part-time Faculty Appointments

The faculty of a department includes its adjunct faculty. Appointments of adjunct 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. 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

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 an Endowed Chair or Named Professorship

When an endowed chair or named professorship is vacant or a new one is created, the EVCAA announces the vacancy and solicits nominations from faculty in the department in which the vacancy exists. 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 is reviewed by an Ad hoc committee, the size and composition of which is determined by the faculty of the relevant department. The committee forwards its appointment recommendations in writing, along with the files of the recommended nominees, to the EVCAA. The Chancellor awards endowed chairs and named professorships, 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

The Department Chair provides leadership and is responsible for implementing university policies as related to the department. The Chair actively engages in recruitment and retention, and promotes faculty collegiality, scholarship, and teamwork, interdisciplinary collaboration, student interest and engagement in the program(s), and ongoing development of the department.

The Chair provides oversight for all academic and administrative matters concerning the department in coordination with Program Coordinators over the course of the year, including but not limited to:

- Collaborating with faculty colleagues to develop a mission statement and set the strategic direction for the department and its curricular offerings in support of the university mission and goals.
- Supporting department and university recruitment and retention efforts as well as participating in various campus endeavors such as campus days, orientations, fairs, graduations, among others.
- Overseeing accreditation and program review processes, and monitoring annual assessment activities for programs within the department.

- Overseeing compliance with program and department approving agencies such as the UofSC Board of Trustees (BOT), the SC Commission on Higher Education (CHE), the Southern Association of Colleges and Commission on Colleges (SACSCOC) and Specialized Program Accreditation agencies (SPA).
- Maintaining responsibility for the overall course scheduling for the department.
- Determining, with community input, the need for a program or department advisory committee. Selecting and providing oversight of program advisory boards in conjunction with Provost.
- Leading the recruitment, hiring, retention and development of faculty, adjuncts, and staff within the department. Ensuring that faculty credentials comply with USCB and SACSCOC guidelines.
- Evaluating faculty performance annually, based on Faculty Manual procedures and guidelines. Evaluating part-time faculty in accordance with USCB Policy 300 Adjunct Faculty Evaluation. Evaluating department staff annually.
- Developing, managing and overseeing departmental budgets and other funds.
- Representing the department and university on various committees internally, and to external constituencies.

See also Program Coordinator responsibilities below as applicable.

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.

Appointment and Evaluation

Department chairs serve an 11-month appointment and three-year term, with salary reappointment and a minimum of a one three-credit hour course reduction per semester. While a department chair cannot be compensated with salary for teaching during a summer session, the department chair may offer a course in a summer term for a teaching load reduction in the following academic year.

After completing an initial term, a department chair is eligible for reelection via the internal election procedures outlined below. Department chairs are evaluated every three years by department faculty via an anonymous survey administered by the EVCAA and Office of Institutional Effectiveness and Research. Department chairs serve as administrators at the will of the appointing authority. The appointment of a department chair may be terminated by the EVCAA with the approval of the Chancellor.

Selection

The selection of a department chair requires 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 and willingness to serve.

All full-time faculty 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 votes are then reported to the EVCAA who 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 the EVCAA so chooses. The search committee makes recommendations to the EVCAA after following the standard procedures required for any tenure track faculty search.

Program Coordinators

Responsibilities

Reporting to the Department Chair and working closely with program faculty, the Program Coordinator is charged with coordination and oversight of the specific academic program including but not limited to:

- Collaborating with faculty colleagues to develop a mission statement and goals for the program and setting the strategic direction for the program in support of the university mission and goals.
- Identifying and developing an appropriate annual outcomes assessment process for the program to include effective, multiple methods for assessing program outcomes.

- Supporting program, department, and university recruitment and retention efforts as well as participating in various campus endeavors such as campus days, orientations, fairs, graduations, among others.
- Supporting the Department Chair with compliance with program approving agencies such as the UofSC Board of Trustees (BOT), the SC Commission on Higher Education (CHE), the Southern Association of Colleges and Commission on Colleges (SACSCOC) and externalized Specialized Program Accreditation agencies (SPA) and fulfilling agency requirements including the preparation of reports.
- Assisting the Department Chair in evaluating faculty credentials for the program in accordance with specific university and accreditation policies and procedures.
- Working with the Department Chair to determine the need for a Program Advisory Board.
- Overseeing the annual library collection analyses to ensure continued strengthening of the collection materials to support the academic program.
- Developing program materials to include presence on the university website, programs of study, recruitment materials, and university bulletins and handbooks.

Eligibility and Selection

The position of program coordinator is an academic appointment, and full-time faculty within a department with credentials in the program's field are eligible for the position. The program coordinator should be selected through a collaborative process involving department faculty, the department chair and the EVCAA.

Appointment and Evaluation

An appointment as Program Coordinator is for a term of one year unless otherwise specified in the initial hiring contract, is renewable, and comes with an administrative supplement paid as a stipend. The Program Coordinator reports to the department chair, serves at the will of the department chair, and the Executive Vice Chancellor for Academic Affairs, and is subject to both the faculty evaluation regulations outlined in the USCB Faculty Manual and the administrative evaluation regulations in the policies and procedures of the University.

ADMINISTRATIVE/LIBRARY APPOINTMENTS

Director of Libraries

The Director of Libraries, in accordance with the institutional mission, is responsible to the Executive Vice Chancellor for Academic Affairs for the supervision of all aspects of library operations, including recruiting and evaluating faculty and staff, administering the department budget, managing the facility, conducting assessment, and planning for the future of the Library. The Director of Libraries is considered a unit head and is evaluated by the EVCAA.

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. 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. USCB administration and faculty affirm the American Association of University Professors (AAUP) Statement on Government of Colleges and Universities regarding faculty academic freedom in the classroom. Specifically, “(t)he faculty has primary responsibility for such fundamental areas as curriculum, subject matter and methods of instructions, research, faculty status, and those aspects of students life which relate to the educational process.” (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

Twelve credit hours per semester or the equivalent is the usual teaching load for tenure-track faculty. Fifteen credit hours per semester or the equivalent is the usual teaching load for full-time instructors. Reduction in this load may be made due to added administrative or other responsibilities carried by the faculty member. Faculty may request of the department chair a reduced teaching load in exchange for scholarship opportunities or special assignments. These requests are approved by the EVCAA. Department chairs are responsible for reassigning courses and ensuring that the curricular needs of the students are met.

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 and Independent Research Courses

Faculty members accumulate credit toward the reduction of teaching loads when they offer, in excess of their normal teaching load (or otherwise uncompensated in the summer), an independent study or individual research course such as directing a student graduate thesis. Each independent study or research course credit hour a student completes is equivalent to one-tenth of a course credit hour. 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. For any given semester, the administration may postpone granting a faculty member's request for a reduced load due to budgetary or scheduling concerns. However, when the request is submitted, it must be granted at some point within the next two years.

With regard to independent studies, a formal written application, the Undergraduate Independent Study Contract, must be completed by the supervising instructor in consultation with the student's academic advisor. The application should be completed and fully approved by the department chair prior to registration for the course.

The application should:

- 1) be prepared by the applicant with approval of the supervising professor in consultation with the student's academic advisor;
- 2) 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;
- 3) be filed with the department office and the Registrar.

Supervision of Field Experiences

Because compensation for faculty supervision of field experiences varies by the type of field experience and individual programmatic accreditation requirements, it is based on University policy and department policy and reviewed on a case-by-case basis. Compensation for supervision of field experiences must be approved by the EVCAA. In some programs Specialized Program Accreditation (SPA's) agencies have their own requirements for field experiences.

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 and with the agreement of the faculty member. 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" with a course reduction the following regular academic semester. If such is the case, then the department chair, in consultation with the EVCAA, should compute

compensation for the faculty member, in an amount no more than 2.5 percent per credit hour of the previous academic year's base salary.

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

Summer Sessions

Offers of summer school teaching and compensation are contingent upon enrollments; such offers are not guaranteed and are made at the discretion of the department chair and the EVCAA. Standard compensation per course is 2.5 percent per credit hour of the previous academic year's base salary. Summer compensation is governed by USC System Policy [HR 1.81](#).

LIBRARIANSHIP

Librarianship responsibilities of library faculty are central to the academic mission of the university. As stated in the *ACRL Standards for Faculty Status of Academic Librarians*: “[T]he academic librarian makes unique contributions to the academic community and to higher education itself. These contributions include developing collections, providing bibliographic access to all library materials, and interpreting these materials to members of the college and university community... Specific services include instruction in the use of print and online library resources and the creation of new tools to enhance access to information available locally, regionally, nationally, or internationally” (ALA).

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 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 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. Tenure review in the critical year, generally during the sixth year
4. Reviews for promotion, with or independent of tenure (e.g., to Professor, once tenure is obtained)
5. Post-tenure peer reviews at least every six years for tenured faculty.

ANNUAL JOB PERFORMANCE REVIEWS OF FACULTY

Department chairs evaluate all faculty members in their departments, the director of libraries evaluates librarians, and the EVCAA evaluates department chairs and director of libraries annually based on the definitions provided below. For annual job performance reviews, the EVCAA evaluates the department chairs with input from department faculty. The EVCAA is responsible for the oversight of job performance reviews to ensure that an equitable evaluation process has occurred.

Relationship of the Annual Job Performance Review to the Promotion and Tenure Process

The purpose of the job performance review is to provide annual administrative feedback to faculty. While the department chair's evaluation addresses the same broad categories of faculty responsibility (i.e., teaching, scholarship, and service described in Section IV under Evaluation Criteria), the annual review is an administrative review and is not, by itself, a proxy for a faculty member's likelihood of receiving a positive pre-tenure review, promotion and/or tenure. Rather, the annual review provides one piece of evidence that will be considered in the context of a larger body of supporting materials that will ultimately become part of the faculty member's promotion and tenure file (see Section IV, The File and Supporting Documentation).

Definitions

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

Exceeds Expectations

Exceed Expectations is applied to those faculty members whose performance exceeds the requirements 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. 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.

Evaluation Process and 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 (see Faculty Member's Response below). A copy of each evaluation form, signed by job performance reviewer and faculty member, is then submitted to the EVCAA. All faculty members shall receive copies of their annual job performance review evaluations.

Faculty Member's Response

Faculty members who dispute any part of the annual job performance review evaluation may submit a rejoinder to the evaluation by submitting a written response to the job performance reviewer and the next level of review (the EVCAA for librarians and faculty, and the chancellor for the department chairs and the Director of Libraries) within ten (10) business days of meeting with the job performance reviewer.. This rejoinder, if submitted, must be attached to the annual job performance review evaluation and a copy kept in the job performance reviewer's confidential file. The EVCAA will add his/her/their own comments and interpretation of the faculty member's performance citing supporting evidence if the EVCAA's 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.

Files

Faculty members are responsible for creating and maintaining current files for use in the annual job performance 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).

FACULTY ANNUAL MERIT INCREASES

Faculty who receive an overall rating of *Exceeds Expectations* qualify for an annual merit pay increase. Annual merit pay increases are based upon performance during the corresponding review period (i.e. the previous calendar year). 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, with copies to the department chair or Director of Libraries. 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 COMPREHENSIVE REVIEW OF TENURE-TRACK (PROBATIONARY) FACULTY

Tenure-track faculty members will receive comprehensive pre-tenure reviews. The pre-tenure comprehensive review will take place in accordance with the Pre-Tenure Review Timeline set forth below and will be conducted by members of the Pre-tenure Review Subcommittee, a subcommittee drawn from the Promotion and Tenure Committee on the three basic areas of faculty responsibility: teaching, scholarship, and service.

The purpose of the pre-tenure comprehensive review is to evaluate the progress made to that point by a tenure track faculty member for the purpose of providing advice to the faculty member as to whether he/she/they is achieving acceptable standards of performance with respect to each of the three areas of evaluation—teaching, scholarship and service—and also to provide guidance as to what areas of improvement would be expected for the remainder of the probationary period.

In most cases, tenure-track faculty members in their probationary period are formally reviewed during their third academic year at the University. A tenure progress review of a tenure-track faculty member ensures that the faculty member, the academic unit, the school and its chair are aware of the progress of the faculty member relative to the unit's criteria for awarding tenure. This review allows the faculty member to take corrective action before the tenure decision year and ensures that he/she/they gains familiarity with the process of application for tenure.

Procedures for Pre-tenure Comprehensive Review

Assistant or Associate Professors must be informed by the EVCAA of the date of their pre-tenure review by the first Friday of April in the review year. Probationary faculty members will meet with their department chair in advance of the submission of their files. If the person up for pre-tenure review is the department chair, then that individual will meet with their direct supervisor. The purpose of this meeting is to review the provisions and guidelines set forth in the Faculty Manual for the upcoming review. 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.

The members of the Pre-tenure Review Subcommittee, a subcommittee drawn from the Promotion and Tenure Committee will consider evidence of teaching effectiveness, scholarship, and service as described below under “Evaluation Criteria.”

Review Process

1. Typically, during the spring semester of the faculty member's second academic year at the University, or in the third year for those faculty members hired in a spring semester, the EVCAA must inform the faculty member that in the fall semester of the following academic year he/she/they must submit a pre-tenure review file to the promotion and tenure committee. The faculty member must also be explicitly informed that the pre-tenure review process does not positively or negatively determine the institution's ultimate decision in connection with the faculty member's future application for tenure.
2. The faculty member must follow the Pre-Tenure process and timeline for submission of the pre-tenure file, using the promotion and tenure file format (see “Preparation of Faculty Files” in Section IV: Promotion and Tenure) but with the following exceptions:
 - i. Neither the faculty member's unit nor the faculty member should solicit outside reviewers' statements or letters of support;
 - ii. No ballots are used; and
 - iii. The file and supporting materials are not forwarded past the appropriate academic chair.
3. Each step in the review process must include careful review of the faculty member's file and a written, detailed evaluation of the faculty member's progress in terms of the unit criteria for tenure. The department chair must draft an evaluation letter of the faculty member's progress toward meeting the criteria for tenure; the candidate may not delete the

chair’s letter but may add a response to it if so desired. The chair of the Pre-tenure Review Subcommittee, a subcommittee drawn from the Promotion and Tenure Committee also must draft an evaluation letter of the faculty member's progress toward meeting the criteria for tenure. In addition, the Pre-tenure Review Subcommittee may choose to include written evaluations from individual committee members. All letter(s) should be addressed to the next level of file review (i.e. the department chair) and copies should be placed in the file and sent to the faculty member and department chair.

4. The faculty member shall have an opportunity to respond in writing to the Pre-tenure Review Subcommittee’s recommendation. A copy of the file and all evaluation letters must be retained in the faculty member's personnel file.

Pre-Tenure Review Timeline

This timeline is solely for the purpose of Pre-Tenure Review, which typically occurs during the third year of employment, or earlier if the candidate seeks an accelerated timeline for tenure review. In the event of a university closure on a submission date, the deadline shall be adjusted by the EVCAA.

Date Action Due	Action Item
1 st Friday of April	Office of EVCAA notifies candidate of upcoming pre-tenure review
1 st Friday of September	Candidate submits Pre-Tenure File to the department chair
2 nd Friday of September	Department Chair writes a letter addressing the candidate’s progress toward tenure and meets with the candidate to discuss the file. The candidate may respond in writing to the chair’s statement if desired.*
3 rd Friday of September	The candidate submits the file, including the Chair’s Statement and any written response to it, to the chair of the promotion and tenure committee
2 nd Friday of October	The Pre-tenure Review Subcommittee, a subcommittee drawn from the Promotion and Tenure Committee, submits candidate evaluation to the candidate and department chair
By the 3 rd Friday of November	Department chair meets with candidate to review findings
4 th Friday of November	Candidate submits response to the Pre-tenure Review Subcommittee, if desired*, with a copy to the department chair

* Optional step for candidate

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/librarianship, 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.

Eligible Faculty

All full-time 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 period. The process may be 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.

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 the faculty member's 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/librarianship, 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.

Procedure for Post Tenure Review

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 job performance reviewer.

Review Process

1. In April, the EVCAA notifies those faculty members who are scheduled for post tenure review during the following academic year.
2. Candidate prepares Post-Tenure File in accordance with the policy outlined below under “File Preparation” and submits it to the Post Tenure Review Subcommittee by the deadline indicated in the “Post-Tenure Review Timeline.” Librarians submit the Post-Tenure File directly to the EVCAA.
3. The Post Tenure Review Committee drafts a summary of findings based on the candidate’s Post-Tenure File. The summary should be addressed to the next level of file review (the EVCAA) and copies should be placed in the file and sent to the faculty member, and department chair. The candidate shall have an opportunity to respond in writing to the Post Tenure Review Subcommittee’s summary of findings, to be included in the file when forwarded to the EVCAA, with copies to the department chair.
4. The EVCAA shall review the candidate’s Post-Tenure File, the Post Tenure Review Subcommittee’s summary of findings, as well as any response from the candidate (when applicable), and will prepare a recommendation to the Chancellor, with copies forwarded to the candidate and the department chair. In the case of librarians, the EVCAA reviews the file and sends the EVCAA’s recommendation to the Chancellor, the candidate, and the Director of Libraries.
5. The chancellor will make a decision as to whether or not the candidate has maintained professional performance at rank and notify the candidate as well as the EVCAA.

Post-Tenure Review Timeline

This timeline is solely for the purpose of Post-Tenure Review. The Post-Tenure Review occurs once every six (6) years following tenure and covers a five (5) year performance period. In the event of a university closure on the submission date, the deadline shall be adjusted by the EVCAA.

Date Action Due	Action Item
1 st Friday of April	EVCAA notifies candidate of upcoming post-tenure review
2 nd Friday of December	Candidate submits Post-Tenure File to the Post Tenure Review Subcommittee; Librarian files submitted to the EVCAA
1 st Friday of March	Post Tenure Review Subcommittee submits summary of findings to the candidate, department chair as well as forwards candidate File and its summary of findings to the EVCAA
3 rd Friday of March	Candidate submits response to the Post Tenure Review Subcommittee's findings to the EVCAA, if desired, with copies to the department chair.*
1 st Friday of April	EVCAA submits recommendation to the Chancellor, with a copy to candidate, department chair/Director of Libraries.
1 st Friday of May	Chancellor notifies the candidate and EVCAA of decision

* Optional step for candidate based on Post Tenure Review Subcommittee findings

File Preparation

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 reviewers establish a clear and coherent six-year career profile. This document should also include projected future activities and career directions.

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/associate librarians and full professors/librarians, the reward should be equal to two-thirds of the amount that would currently be awarded for promotion to their present rank. Any increase in compensation depends upon availability of funding as determined by the Chancellor.

Not Maintaining Professional Performance at Rank: Professional Development Plan

A faculty member whose post tenure review is determined by the chancellor to reveal that the faculty member has not maintained professional performance at rank due to substantial and chronic deficiencies must participate in a professional development plan designed to fit the faculty member's 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.

Professional Development Plan Process

When the faculty member is notified that a professional development plan is required and any appeal process has been exhausted, the faculty member has thirty (30) calendar days to develop, with the faculty member's 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 Subcommittee 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 Subcommittee. This report includes sufficient information regarding the faculty member's activities and accomplishments so that the Post Tenure Review Subcommittee 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. Signing does not imply agreement: The committee communicates their 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 the faculty member ineligible for any reward specified in this section, and the EVCAA may determine that further actions are necessary.

Tenured librarians' Professional Development Plans are developed by the faculty member, in consultation with and approval by the Director of Libraries and the EVCAA.

Appeal Process

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. Documentation may be requested from the candidate at any time during this procedure for further clarification. 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 (as detailed above). Ultimate decisions regarding post tenure review are made by the Chancellor of USCB.

SECTION IV: PROMOTION AND TENURE

USCB adheres to USC system policy [ACAF 1.05](#) “Tenure Progress review of Faculty,” [ACAF 1.30](#) “Access to Tenure and Promotion Application Files,” 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. Tenured faculty can 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.

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. Faculty are reviewed on the three basic areas of faculty responsibility: teaching, scholarship, and service (see below under Evaluation Criteria).

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 the faculty member 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 years 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.

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 (generally the sixth year), the administration is obligated to inform the faculty member in the spring prior to the critical academic year that the critical year is at hand, and the faculty member is obligated to submit the faculty member's 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 timeline 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 tenure is not granted by the end of the probationary period, the faculty member is given a letter of non-reappointment (see also Section VI: Faculty Separation).

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. Tenure cannot be conferred at the rank of Assistant Professor.

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

USCB faculty are covered by USC system policy [ACAF 1.31](#) “Extension of Faculty Tenure-Track Probationary Period and Scheduled Post-Tenure Review.” 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 leave of absence automatically extends 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 the faculty member 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 the faculty member 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.

EVALUATION CRITERIA

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 (for tenure and promotion to associate professor) or outstanding (for promotion to full professor) 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.

Teaching Guidelines

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; including evidence of new or redesigned courses, curriculum, and/or teaching materials
- Honors and awards for 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 and other materials such as assignments, handouts, exams, etc.
- Samples of students' work
- Development of a new course
- 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 the candidate's 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, practicum, clinical observations, field experiences, research, theses, 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 university 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, library, 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 their 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 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, national, and international)
- 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 for promotion and tenure outlined apply for tenure-track librarians, except that librarian files are reviewed by the Director of Libraries, University Tenure and Promotion Committee, the EVCAA, Chancellor, President, and Board of Trustees. Librarians are evaluated on their librarianship, service, and scholarship, including creative and applied professional activities.

Librarianship is the primary responsibility of USCB 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 to be considered (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 normally 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 the person assumes or resumes a faculty position and meets normal deadlines for tenure consideration. If the administrator applies for promotion, the administrator 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, this person is not automatically entitled to faculty status. If an appropriate faculty position is available, the individual must compete for it with others through a formal search as described in Section I: Faculty Titles and Appointments.

PROCEDURE OF THE COMPREHENSIVE REVIEW FOR CONSIDERATION FOR PROMOTION AND/OR TENURE

The candidate's files will be reviewed by the following:

- Department Chair or Director of Libraries (except for chairs)
- Promotion and Tenure Committee
- EVCAA
- Chancellor
- President of the USC System
- Board of Trustees

Review Process

1. The EVCAA informs the faculty member that the following academic year is the critical year and that he/she/they must submit an application for tenure. Faculty members eligible for full professor do not require notification from the EVCAA and instead may self-select

- to submit an application for promotion to full professor.
2. The candidate submits the “Intent Form” to the EVCAA, and department chair or Director of Libraries.
 3. The candidate submits a list of 8-10 possible external reviewers to the department chair or Director of Libraries, who discusses the selections with the candidate and then submits the list in full, indicating his or her two selections for external reviewers from the agreed upon list, to the EVCAA.
 4. The EVCAA selects one additional reviewer from peer institutions not on the agreed upon list and sends queries to potential external reviewers using the letter composed by the Promotion and Tenure Committee.
 5. The candidate prepares the Promotion and/or Tenure File in accordance with the instructions detailed under “Preparation of Faculty Files” and with the “Promotion and Tenure Timeline” below and submits it to the department chair or Director of Libraries for a statement.
 6. The department chair or Director of Libraries sends his/her/their written statement to the candidate. The candidate may not delete the administrator’s evaluation but may add a written response to it.
 7. The candidate submits the file, including the Chair’s or Director of Libraries’ Statement and any written response to it, to the EVCAA for distribution to external reviewers. After the candidate submits the file to the EVCAA, no additional statements by the department chair or Director of Libraries may be added to the candidate’s file. Once external review letters have been received, the EVCAA forwards the candidate’s complete file to the Promotion and Tenure Committee. If three external review letters are not received, the EVCAA will request a letter from one additional reviewer on the candidate’s original list. If a third external review letter is not received prior to the convening of the Promotion and Tenure Committee, evaluation of the file may continue with only two letters.
 8. The Promotion and Tenure Committee shall review the candidate’s file and produce a report including an evaluation of the faculty member's performance in accordance with the criteria outlined in the Faculty Manual and its recommendation to the EVCAA regarding tenure and/or promotion. The report must be submitted to the department chair, and the candidate simultaneously.
 9. The EVCAA reviews each file and adds a written recommendation. The EVCAA’s written recommendation is forwarded to the candidate, his/her/their department chair or the Director of Libraries, and the chair of the Promotion and Tenure Committee. The complete candidate’s file, with the EVCAA’s recommendation, as well as the Promotion and Tenure Committee report, are then sent to the Chancellor. If the EVCAA's recommendation as to whether the faculty member should be awarded tenure and/or promotion differs from that of the Promotion and Tenure Committee, the Promotion and Tenure Committee may, but is not required to, review and reconsider its earlier recommendation and provide a supplemental statement to the Chancellor.

10. The Chancellor reviews each file and adds a written recommendation. The Chancellor’s written recommendation is forwarded to the candidate, his/her/their department chair or the Director of Libraries, the chair of the Promotion and Tenure Committee, and the EVCAA.
11. All files, including all recommendations and responses of all candidates seeking tenure and/or promotion 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 who have been recommended of the Board’s decision.
12. 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.

Tenure can only be awarded upon the affirmative act of the Board of Trustees. Tenure cannot be awarded by default or omission of any action by or on behalf of USCB. The effective date of all promotions shall be the beginning of the fall semester after the end of the academic year in which the consideration for the promotion was made.

Promotion and Tenure Timeline

This timeline is solely for the purpose of Tenure and/or Promotion. In the event of a university closure on the submission date, the deadline shall be adjusted by the EVCAA.

Date Action Due	Action Item
1 st Friday of March	For tenure-track faculty in their critical year at USCB (see above “Tenure”), EVCAA notifies candidate of requirement to submit file requesting tenure. Forms are made available to candidates.
2 nd Friday of March	Candidate for promotion and/or tenure submits “Intent Form” to EVCAA, and department chair.
1 st Friday of April	Candidate submits a list of possible external reviewers to Chair
3 rd Friday of April	Chair submits recommendations for two external reviewers, along with the complete list agreed upon with the candidate, to the EVCAA

Date Action Due	Action Item
2 nd Friday of May	EVCAA selects one additional external reviewer and sends queries to potential external reviewers
2 nd Friday of August	Candidate submits the Promotion and/or Tenure File to the department chair for the addition of the Chair's Statement
3 rd Friday of August	Department Chair writes his/her/their statement and meets with the candidate to discuss the file. The candidate may respond in writing to the chair's statement if desired.*
Last Friday in August	Candidate's Promotion and/or Tenure File, including the Chair's Statement and any response from the candidate, is due to the EVCAA for distribution to external reviewers
1 st Friday in September	EVCAA distributes the candidate's File to external reviewers
1 st Friday of November	External reviewer letters due to the EVCAA
2 nd Friday of November	EVCAA distributes completed candidate files, including Chair Statement and External Reviewer letters, to the Promotion and Tenure Committee, If three letters have not been received, EVCAA solicits one additional external review.
Last Friday of January	Promotion and Tenure Committee submits its evaluation of the candidate's file and recommendation to the EVCAA, with copies to the candidate, and department chair of candidate. The candidate may at this point either respond in writing to the Promotion and Tenure Committee's statement or withdraw the file as desired (if not in critical year for tenure).*
Last Friday of February	EVCAA submits a written recommendation to the Chancellor with copies to the candidate, the chair of the Promotion and Tenure Committee, and the department chair
Last Friday of March	Chancellor submits recommendations to the President of the University of South Carolina system, with copies to the candidate, EVCAA, the chair of the Promotion and Tenure Committee, and department chair

* Optional Steps for candidate response

PREPARATION OF FACULTY FILES

Forms

Forms for both the pre-tenure review as well as for promotion and/or tenure are made available to the candidate by the office of the EVCAA.

The File and Supporting Documentation

General Description

The deliberations of the Promotion and Tenure Committee 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 may not solicit additional information or letters. Files must follow a prescribed format (see File Format below), and should include a one-page summary, 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.

Candidates should keep in mind that they are preparing an argument for tenure and/or promotion. The burden of demonstrating the criteria described herein have been met is on the applicant. 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. Candidates should prepare the file according to directions provided by the current Promotion and Tenure chair.

File Contents

Each promotion and/or tenure file should contain four parts: 1) a one-page summary cover sheet; 2) a narrative and descriptive file with a body of no more than thirty (30) pages; 3) additional required materials, not counted toward the 30-page limit, as detailed below (see File Format); and 4) a portfolio of supporting documents of whatever number deemed necessary by the candidate to make his/her/their case.

Cover Sheet (one page-not counted as a page in the Body of the File, detailed below)

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 be a curriculum vita containing brief summaries of educational background, professional employment, teaching and scholarly activities, representative publications, grants and awards, and service. A combination of

brief narrative and listings is appropriate.

Main Body of File (no more than 30 pages)

The body of the file should not exceed thirty (30) typed pages, and should contain 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 provided 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. Candidates are encouraged to attend a workshop run under the direction of the Promotion and Tenure chair on the file format and preparation.

File Format

File arrangement may not vary. Candidates must include, in the following order, all of the items listed below:

- 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, containing 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 scholarship. Normally these should include any of the following and be so designated:
 - Publications in books, monographs and referred 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
- Main body of the File (not to exceed 30 pages)
 - 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 scholarship
 - Candidate's section devoted to department, university, professional, and community service
- Department chair's statement (including classroom observation of teaching)
- Annual Job Performance Reviews completed by the department chair
- Three letters of recommendation from USCB faculty, solicited by the candidate and included when the file is submitted from individuals of the rank the candidate aspires to
- Index of supporting documents
- Portfolio of supporting documents
- Letters of External Review

Letters of External Review

With the exception of candidates undergoing pre-tenure review, the EVCAA is to solicit and include Letters of External Review from faculty at peer institutions to be attached to the candidate's file. External reviewers must, in a cover letter prepared by the Promotion and Tenure Committee, be instructed to focus their assessment of the candidate on an evaluation of candidates' scholarship, within the context of the candidate's teaching and/or service. In addition, the Promotion and Tenure Committee must inform external reviewers that USCB is primarily a teaching institution. As such, the EVCAA will charge external reviewers with evaluating whether a candidate's scholarship meets the criteria in the Departmental Guidelines for Promotion and Tenure and in the Faculty Manual for the action requested, in both quality and quantity, given the unique context of USCB as a small, publicly-funded institution in which faculty carry heavy teaching, advising, and

service loads

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.
- The EVCAA 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.

Portfolio of Supporting Documents

The candidate has the right to determine what supporting evidence to include in the candidate's 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 the candidate's work is especially encouraged.

Candidates who wish for any professional activities prior to employment at USCB to be considered must document those activities in the same manner as they have documented their activities at USCB.

In considering evidence for promotion and/or tenure, only activities which are supportive of the institutional purpose are considered. 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

- 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 in accordance with the preceding Promotion and Tenure Timeline.
- 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.
- The Promotion and Tenure Committee produces a written rationale for each recommendation. The recommendation and rationale is sent to each candidate and the department chair or the Director of Libraries. The candidate and department chair or Director of Libraries 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 as outlined under "Review Process" and "Promotion and Tenure Timeline."
- 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.
- 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 to all discussion of individual cases by the committees.
- 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 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, as appropriate.

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 present when a quorum exists 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 PROCESS TIMETABLE

All requests and responses outlined below must be made in writing; electronic correspondence is permissible.

Each additional step in the grievance process assumes the previous response was not satisfactory. The grievant should obtain a written receipt upon delivery at each level of communication with exception of an appeal to the President. Administrators may only respond during the specified timeline provided here. Failure of timely administrator response within this window allows the grievant to proceed to the next step. Once grievance has reached step #8 below, no persons engaged in the grievance petition may contact the Grievance Committee members, with the exception of

email queries regarding time/date of hearing. 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.

1. Grievant discovers a potentially grievable action
2. Grievant initiates the grievance process by submitting a formal request for an explanation of the grievable action from immediate supervisor within thirty (30) days of discovering the grievable action
3. Grievant receives supervisor's response within fifteen (15) days of requesting an explanation
4. Grievant petitions EVCAA to redress grievance within thirty (30) days of receiving supervisor's response
5. Grievant receives EVCAA's response within fifteen (15) days of petitioning EVCAA
6. Grievant petitions Chancellor within fifteen (15) days of receiving EVCAA's response
7. Grievant receives Chancellor's response within fifteen (15) days of petitioning Chancellor
8. Grievant petitions chair of Grievance Committee within fifteen (15) days of receiving Chancellor's response
9. Grievant receives Grievance Committee's decision regarding a hearing within thirty (30) days of petitioning chair of Grievance Committee
10. Subcommittee of Grievance Committee makes recommendation to Chancellor within thirty (30) days of receiving Grievance Committee's decision regarding a hearing
11. Grievant receives Chancellor's response to Committee within fifteen (15) days of Subcommittee of Grievance Committee making recommendation to Chancellor
12. Grievant appeals to President within fifteen (15) days of receiving Chancellor's response to Committee
13. Grievant receives President's response within fifteen (15) days of appealing to 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 the Grievance Procedure Timetable 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 university business day (defined as only days when classes are in session during the regular academic year; i.e. during fall and spring semesters). 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 the grievant's 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.

FULL PROCEDURE FOR GRIEVANCE

The grievant must first request in writing 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, the grievant must submit a written grievance petition to the next level within thirty (30) days of receiving the immediate supervisor's response. If a satisfactory resolution cannot be reached at the level of the EVCA according to the procedure timetable above, and the grievant wishes to pursue the grievance, the grievant must submit the petition to the Chancellor within fifteen (15) days of receiving the EVCAA's response. The Chancellor has fifteen 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 fifteen (15) 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 the grievant 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 specific wrong alleged, the factual basis for the allegations, the date of discovery of that action, the remedy sought, and supporting documentation, including

timetable compliance as outlined above.

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 the grievant's choice. The grievant and/or the grievant's advisor or counsel may be present only during the testimony stages of these proceedings. Likewise, the Chancellor and the Chancellor's 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/their 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

Probationary faculty are defined as untenured faculty in tenure track. 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 spring 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 spring semester appointment). Thereafter, notice in writing of the termination of any probationary appointment 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 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 at least twelve (12) months prior to the date of termination. 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.

Complaints of Violation of Academic Freedom or of Discrimination in Non-reappointment

If a faculty member on probationary or other non-tenured appointment alleges that a decision against reappointment was based significantly on considerations that violate academic freedom, the allegation will be given preliminary consideration by the Faculty Grievance Committee, which will seek to settle the matter by informal methods. The allegation will be accompanied by a statement that the faculty member agrees to the presentation, for the consideration of the faculty committee, of such reasons and evidence as the institution may allege in support of its decision. If the difficulty is unresolved at this stage and if the committee so recommends, the matter will be heard in the manner set forth in the Procedures for Dismissal for Cause below, except that the faculty member making the complaint is responsible for stating the grounds upon which the allegations are based, and the burden of proof will rest upon the faculty member. If the faculty member succeeds in establishing a prima facie case, it is incumbent upon those who made the decision against reappointment to come forward with evidence in support of their decision.

If a faculty member on probationary or other non-tenured appointment alleges that a decision against reappointment was based significantly on considerations that violate governing policies on making appointments without prejudice with respect to race, sex, religion, national origin, age, disability, marital status, or sexual orientation, the allegation will be referred to the campus Civil Rights & Title IX Coordinator.

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.

Procedure for Termination of 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 “substantial and manifest neglect of duty.” (Keast, W. R. (1973). *The Commission on Academic Tenure in Higher Education: A Preview of the Report.*)
- Misconduct related directly and substantially to the fitness of the faculty member in the faculty member’s professional capacity as a teacher or scholar.
- 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. Termination of a 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.

Dismissal will not be used to restrain faculty members in their exercise of academic freedom or other rights of American citizens.

Procedures

The Chancellor is the administrator responsible for procedures associated with the dismissal of any faculty for cause. In the event that the Chancellor is unable to act according to the procedures and timelines outlined herein he/she/they may designate the EVCAA to act in his/her/their place.

Discussions with the Chancellor

Prior to a decision by the Chancellor to terminate a tenured faculty member for cause, there must be at least one documented, face-to-face meeting 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 the faculty member's normal duties threatens immediate harm to himself/herself/theirself or to others, then the Chancellor may assign the faculty member to new duties for the duration of the subsequent procedure outlined below.

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 the Chancellor's 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 twenty (20) 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 for them within thirty (30) working days¹ of the Faculty Welfare Committee chair's receipt of the Chancellor's statement. Should the Chancellor then wish to pursue termination proceedings the Chancellor informs by letter the faculty member of the Chancellor's 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, the faculty member 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 twenty (20) 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, the Grievance Committee chair 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, namely the chancellor and the faculty member named in this action, 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 by the chair of the Tenure Review Board, 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, the Faculty Grievance Committee chair 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 whose dismissal has been proposed 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 the faculty member's choice. The faculty member and/or the faculty member's advisor or counsel may be present only during the testimony stages of these proceedings. The Chancellor and the Chancellor's 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 the faculty member's advisor or counsel and the Chancellor and the Chancellor's 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.
- 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 by the evidence on record,, 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. The discussions, records, and recommendations of the Tenure Review Board will remain confidential.

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 the Chancellor's decision together with supporting reasons. The Chancellor informs the faculty member of the faculty member's 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, the faculty member 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.

Procedures for Imposition of Sanctions other than Termination

If the administration believes that the conduct of a faculty member, although not constituting adequate cause for termination, is sufficiently grave to justify imposition of a severe sanction, such as suspension from service for a stated period, the administration may institute a proceeding to impose such a severe sanction; the procedures outlined in above in Termination for Cause will govern such a proceeding.

If the administration believes that the conduct of a faculty member justifies imposition of a minor sanction, such as a reprimand, it will notify the faculty member of the basis of the proposed sanction and provide the faculty member with an opportunity to persuade the administration that the proposed sanction should not be imposed. A faculty member who believes that a major sanction has been incorrectly imposed under this paragraph, or that a minor sanction has been unjustly imposed, may petition the Faculty Grievance Committee for such action as may be appropriate.

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

Termination Because of Financial Exigency

Financial exigency means a financial crisis which threatens the survival of USCB 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 who then consults with the Faculty Budget Committee.

The Faculty Welfare Committee and Faculty Budget Committee will have access to at least five years of audited financial statements, current and following-year budgets, and detailed cash-flow estimates for future years. In order to make informed recommendations about the financial impact of program closures, the faculty or an appropriate faculty body will have access to detailed program, department, and administrative-unit budgets. 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 the termination of faculty. 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.

Faculty members being considered for termination because of financial exigency will promptly be informed of this activity in writing and provided at least thirty (30) days in which to respond to it. If the administration issues notice to a particular faculty member of an intention to terminate the appointment because of financial exigency, the faculty member will have the right to a full hearing before the Faculty Welfare Committee. The issues in this hearing may include the following:

- The existence and extent of the condition of financial exigency. The burden will rest on the administration to prove the existence and extent of the condition. The findings of a faculty committee in a previous proceeding involving the same issue may be introduced.
- The validity of the educational judgments and the criteria for identification for termination; but the recommendations of a faculty body on these matters will be considered

presumptively valid.

- Whether the criteria are being properly applied in the individual case.

Before terminating an appointment, the institution, with faculty participation, will make every effort to place the faculty member concerned in another suitable position within the institution.

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/Discontinuance in Program or Instructional Unit

The decision to discontinue or reduce a program is based upon long range judgments that the educational mission of USCB as a whole will be enhanced by the discontinuance or reduction in contrast to considerations which reflect cyclical or temporary conditions.

The process of arriving at any decision to discontinue or reduce a program requires the Chancellor consult with the EVCAA, the department chair, program coordinator (when this individual is not the chair), and all department faculty. If any of the aforementioned parties do not agree with discontinuance or reduction of the program or instructional unit, then the Faculty Welfare Committee will convene one or more open forums on the subject with the faculty as a whole.

Before the administration issues notice to a faculty member of its intention to not renew or dismiss because of formal discontinuance of a program or department of instruction, 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 proffered. Only if no position is available, may a tenured member of the faculty be terminated.

A faculty member whose position is identified for termination because of program discontinuance should be afforded an adjudicative hearing of record before the Faculty Welfare Committee in which the issues may include (a) whether the decision to discontinue the program was “based essentially on educational and financial considerations” and (b) whether the administration has made “every effort,” including retraining, to find the affected faculty member another suitable position within the institution. A determination by the faculty that a particular program or department should be discontinued is to be considered “presumptively valid.” The burden of proof otherwise rests with the administration.

A faculty member receiving notification of an intention to terminate because of discontinuance or reduction in program or instructional unit will be given written notice at least twelve (12) months prior to the date of termination. 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.

Reporting of Administrative Action to Dismiss Faculty to the Senate

When the chancellor or the chancellor's designee engages in administrative action to dismiss a tenured member of the faculty as outlined above, such action must be reported to the faculty senate once proceedings have concluded, in the event that such action results in a termination. While this report should not include the names of any faculty involved in proceedings, it should communicate the type of action pursued (i.e. cause, financial exigency, discontinuance or reduction of program or instructional unit).

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 via the Human Resources onboarding process and updated information shall be provided to all permanent employees by through email generated at the University and/or USCB level. 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 leave 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 at liberty to separate from all other university duties during the period in question if they so choose.

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, the faculty member is liable to USCB for the full amount paid to the faculty member 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 for final approval. Sabbatical leave awards are granted by the EVCAA no later than January 30th for the next academic year.

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.

Educational Leave

Educational leave provides employees the opportunity to further their education and aid in the facilitation of potential opportunities for advancement within the University of South Carolina.

University of South Carolina employees in FTE positions are eligible to request unpaid educational leave regardless of race, sex, gender, age, color, religion, national origin, disability, sexual orientation, genetics, protected veteran status, pregnancy, childbirth or related medical conditions. These regulations do not affect sabbatical leave for teaching personnel and officials of academic rank. (See USC System Policy [HR 1.12](#))

Tuition Assistance Program

Eligible faculty and staff members may apply to their supervisor, or chair, to take, tuition-free, one three-hour course (or a four-hour laboratory course) per academic term (See USC System Policy [HR 1.61](#)).

Faculty Professional Development Funds

Faculty Professional 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.

FACULTY SUPPORT SERVICES

Employee Assistance Program

The university offers an employee assistance program to help employees and their family members through times of need. Information about this benefit may be obtained from the USCB Human Resources Office.

Information Technology Services and Support (ITSS)

ITSS is responsible for assisting USCB's faculty in meeting their technology needs. Services provided include: assisting faculty and staff with selecting and ordering new computer equipment or upgrading existing computer equipment; supporting networked and interactive classrooms; establishing accounts to access the Internet, the university's telephone and email systems, accessing USCB's server and USC's mainframe server on-campus or remotely; supporting faculty in the procurement and use of software packages; and assisting faculty with incorporating technology into their classroom instruction.

Separation-Related Support Services

Per current USC policy, faculty members who retire or separate voluntarily from the university may expect to continue having access to their email accounts for a period of 45 days. Faculty members needing access to their email account beyond the 45 days may request that their department initiate an affiliate appointment. Emeritus faculty may request an Affiliate appointment beyond 45 days. An Affiliate appointment has a maximum appointment length of five years and may be renewed (See USC System Policy [UNIV 2.50](#)).

Library Services

The USCB library operates from two full service facilities on the Beaufort and Bluffton 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.

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. The Advancement Office provides assistance with advertisements and with the production and printing of brochures, flyers and other materials, as well as photography services.

Center for Teaching and Learning

The Center for Teaching and Learning (CTL) at USCB offers essential teaching support for all faculty. Whether you are part- or full-time, non-tenure track, tenure track, or tenured, CTL is here to help you become a more effective educator. CTL offers workshops, symposiums, one-on-one consultations, non-evaluative observations of courses in all modalities, guided mid-semester feedback sessions with students, support for Scholarship of Teaching and Learning projects, and other teaching resources. In accordance with the ethical guidelines of the POD Network, all CTL consultations and instructor reports are kept confidential and are not shared with the faculty member's supervisor. See the Faculty Handbook for more information about how to request CTL services or get involved.

eLearning Department

The USCB eLearning Department's (EL) core responsibilities encompass designing, developing, and maintaining online courses, while providing essential support to faculty as they navigate the world of online teaching. EL is dedicated to ensuring compliance with regulations, analyzing data, and actively contributing to strategic planning efforts, all with the aim of expanding access to education and upholding the quality of our online programs. Additionally, EL offers workshops, creates online professional development courses, and provides individual consultation and training to enable faculty further in their online teaching endeavors. See [eLearning](#) on the USCB website to register for opportunities.

For additional support services see the USCB Faculty Handbook 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. All research is subject to all USC System Policies under the Office of Research (RSCH policies).

SUPPORT

University Funds

Annually, USCB assigns a sum to support faculty scholarship above and beyond those professional development funds allocated to academic departments; these funds can be applied for through the Faculty Development Committee of the Faculty Senate.

System Funds

The USC System provides research funding opportunities to support faculty at the regional campuses; these funds can be applied for through the USC Office of the Vice President for Research.

Outside Funds

Faculty members interested in externally sponsored scholarship 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 of South Carolina Columbia serves as the contracting authority. A USC Columbia signatory authority, as well as the EVCAA and Chancellor, must approve any commitment to an outside agency that involves university participation. The university may contribute to sponsored scholarship when the work involved is significant to the purpose of the university.

Administrative Support

The USCB administration supports and encourages the scholarly development of faculty by aiding in the obtaining and management of grants and may provide, 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 scholars are limited to the rate of pay they receive as members of the faculty. USC system policy RSCH 1.08 delineates policy and procedure related to research related activities.

GRANT ADMINISTRATION

The principal investigator or project director of sponsored scholarship, 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.

All sponsored grants and contracts must be approved by and follow the procedures established by SAM, with the exception of the fee for service work done by university faculty. Such fee for service work must be approved by the EVCAA and the Chancellor and must meet specific guidelines regarding pricing. Guidelines are set jointly by the EVCAA and the Vice Chancellor for Finance, Operations, and IT.

USE OF INTERNAL AND EXTERNAL CONSULTANTS

University policy regarding the use of and payment for consultants on funded scholarship and training projects (FINA 3.09) 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:

1. the service to be provided is essential and cannot be provided by the person/s receiving salary under the grant, and
2. the consultants selected are the best-qualified people available to perform the desired tasks, and
3. 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 in numbers 1 and 2 above.

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 (see FINA 3.09). 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

Requests for equipment and supplies in a sponsored project budget should be limited to project-specific items. Strong justification is required for requests for equipment, generally considered to be any single item with a cost of over \$5,000 and a useful life expectancy of over 5 years. Any equipment purchased with grant monies belongs to the university.

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 as delineated in USC system policy RSCH 1.00.

“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.

SCHOLARSHIP 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 scholarship. Projects involving human subjects must have university approval. USC System policy RSCH 1.03 applies to all scholarship involving human subjects without regard to the source of funds supporting the project.

The USC 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 scholarship, 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 scholarship (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. 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 the professor's students. Professors are responsible and may be held accountable for the treatment of human subjects in this situation.

When human subjects are involved, scholarship undertaken for the completion of student honors or senior theses must be reviewed by the IRB. If there is any intent to use the data acquired in classroom scholarly 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. Scholarship conducted using such a pool of subjects for other than classroom instruction must be reviewed by the IRB, if not exempt. Any scholarship 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. Applications for scholarship 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. Scholars 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 Principal Investigator:

ORC defines the Principal Investigator (PI) as the individual “responsible for fostering an environment of, and providing guidance in, the ethical and responsible conduct of research for individuals under his/her supervision. The PI must assure that individuals will complete the specified education requirements related to ethical and responsible conduct of research, and provide discipline specific mentoring to his/her students and post doctoral associates during the course of the sponsored project.”

The Office of Research Compliance oversees the IRB. The principal investigator shall submit the following via e-IRB:

- Completed Application for Approval of Human Research Subjects form
- Request for Study Exemption form
- Complete scholarly 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 scholarship 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 scholarship.

The principal investigator shall report any changes in procedures or unexpected events that occur in the course of the scholarly project to the IRB 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 all full-time faculty members: instructors and instructor librarians, 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 and are granted membership in the Faculty Senate upon their hiring. Individuals 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 sabbatical or leave 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. The announcement will be made in accordance with the South Carolina Freedom of Information Act.

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 Appendix II). 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.

Committee Descriptions

Academic Steering Committee

The Academic Steering Committee receives and reviews proposals for action in academic governance beyond the purview of course and curriculum development. Where appropriate, the committee refers matters brought to it to the Faculty Senate and other offices.

Faculty Budget Committee

This committee serves as a liaison between the university administration and the university faculty (through the Faculty Senate) on matters pertaining to the university budget, participates in administrative meetings to advocate the faculty perspective on matters of budget and budgetary

policy, and provides a venue for discussing faculty questions and concerns about the university budget and budgeting process. Further, members of the committee will represent the faculty on any committees that may be established for budget review. The chair of the Faculty Welfare Committee will serve as an ex-officio member of this committee.

University of South Carolina System Faculty Leadership Council

The University of South Carolina System Faculty Leadership Council provides a representative voice in system affairs and facilitates collaboration among the faculty organizations comprised in the University of South Carolina system. With respect to functions the Board of Trustees delegates to University administration, the Council has a consultative function: it represents the will of the system's faculties to such bodies as may be established to administer system affairs and serves as a means by which system administrators may communicate with faculty. The Council coordinates faculty governance in those areas where the Board of Trustees delegates legislative powers to the faculties of individual campuses, including but not limited to standards of admission, granting of earned degrees, and curriculum. In no instance will the Council usurp authority previously delegated to campus faculties by the Board of Trustees. The USC Beaufort Faculty Senate will elect three representatives to the University of South Carolina System Faculty Leadership Council. The chair of the Faculty Senate (or designee) will also serve on the Council.

General Education Committee

The General Education Committee is charged with the oversight of the design of the General Education Curriculum in collaboration with the Director of General Education. This oversight includes regularly reviewing assessment data and making recommendations based on these data when program changes are needed to better address competencies. The Committee conducts cohesive and collaborative discussions and decisions related to the General Education Curriculum.' The Writing Program Administrator serves as an ex-officio member of this committee.

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.

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 institution'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 Director of Libraries 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:

- 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.

Faculty Library Committee

The Library Committee considers matters concerning the status and activities of the USCB libraries. As a liaison between the library and the academic divisions, the Committee serves in an advisory capacity to recommend policy governing the development of collections, book orders, databases, library facilities, technology support, services, hours, workshops and related program offerings, and other related matters. In addition to the elected members, the Director of Libraries and the Assistant Librarian serve on the committee as ex officio members

Promotion and Tenure Committee

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 first Senate meeting of the fall semester, the new chair calls committee members together to discuss possible policy changes to the Promotion and Tenure process that have been initiated by one of its various subcommittees, forwarding these approved recommendations to the Senate. This meeting which should take place no later than the day of September 30 will also constitute the membership of the various Promotion and Tenure subcommittees identified below.

Promotion to Associate and Tenure Subcommittee

This subcommittee makes promotion to associate and tenure decisions. It also considers offers of rank or tenure at the associate professor level to prospective faculty members. When necessary the subcommittee recommends policies to the full Promotion and Tenure Committee. The subcommittee reviews the files of candidates for tenure and/or promotion to associate, provides written evaluation of the faculty member's performance in light of the criteria in the Faculty Manual, and submits its recommendation to the EVCAA regarding tenure and/or promotion to associate. A copy of the report should be forwarded to the candidate and department chair.

Membership of this subcommittee consists of the chair of the full Promotion and Tenure Committee, along with ten (10) to twenty (20) members of the full Promotion and Tenure Committee. Each member of this subcommittee serves two (2) years, with half the subcommittee being renewed every year. (In the first year that this committee is constituted, half the committee will serve one (1) year, and the other half will serve two (2) years in order to ensure staggered terms.) The full Promotion and Tenure Committee will create the procedures for the election of this subcommittee and constitute this committee, keeping in mind the following principles:

The committee should be diverse and inclusive, being composed of faculty members at varying stages in their career.

The committee should be diverse and inclusive, reflecting campus-wide DEIB efforts (including but not limited to gender, sex, race, ethnic identities, age, and ability) in an explicit effort to combat unintentional bias.

The committee should be diverse and inclusive, being composed of a variety of disciplinary perspectives. This may or may not include a representative from every academic department, but an effort should be made to include members both within and outside the departments of

each of the candidates going up in any given year.

Promotion to Full Subcommittee

This subcommittee makes promotion to full professor decisions. It also considers offers of rank or tenure at the full professor level to prospective faculty members. When necessary the subcommittee recommends policies to the full Promotion and Tenure Committee. The subcommittee reviews the files of candidates for promotion to full professor, provides written evaluation of the faculty member's performance in light of the criteria in the Faculty Manual, and submits its recommendation to the EVCAA regarding its determination. A copy of the report should be forwarded to the candidate and department chair.

Membership of this subcommittee consists of the chair of the full Promotion and Tenure Committee along with ten (10) to twenty (20) members of the full Promotion and Tenure Committee. Members of this subcommittee must hold the rank of full professor at the time of their appointment. Each member of this subcommittee serves two (2) years, with half the subcommittee being renewed every year. (In the first year that this committee is constituted, half the committee will serve one (1) year, and the other half will serve two (2) years in order to ensure staggered terms.) The full Promotion and Tenure Committee will create the procedures for the election of this subcommittee and constitute this committee, keeping in mind the following principles:

- The committee should be diverse and inclusive, being composed of faculty members at varying stages in their career.
- The committee should be diverse and inclusive, reflecting campus-wide DEIB efforts (including but not limited to gender, sex, race, ethnic identities, age, and ability) in an explicit effort to combat unintentional bias.
- The committee should be diverse and inclusive, being composed of a variety of disciplinary perspectives. This may or may not include a representative from every academic department, but an effort should be made to include members both within and outside the departments of each of the candidates going up in any given year.

Pre-tenure Review Subcommittee

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 elected by the full Promotion and Tenure Committee and preferably no more than one (1) from each department. When possible, the committee would optimally be composed of faculty members at varying stages of their careers. Once constituted, these five (5) committee members formulate the schedule and internal procedures for reviewing the files. When necessary, the subcommittee recommends policy changes to the full Promotion and Tenure Committee for

approval. Members each serve a term of one (1) year.

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

Post Tenure Review Subcommittee

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 for another drawing to find a replacement. The drawing takes place at the first fall meeting of the full Promotion and Tenure Committee. Members each serve for one (1) year. When necessary, the subcommittee recommends policy changes to the full Promotion and Tenure Committee 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: RELATED UNIVERSITY POLICIES AND OUTSIDE ACTIVITIES

USCB is a member of the University of South Carolina System. If any policies herein seem to conflict with USC System policy, USC System policy takes precedence. A full list of system policies can be found at the [USC Policies and Procedures Manual](#) online.

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. These activities are required to be reported to the EVCAA annually, as outlined in [ACAF 1.50](#). Conflicts of interest are governed by USC System Policy [BTRU 1.18](#).

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 annually as outlined in ACAF 1.50.

Dual Employment

Dual employment is governed by USC System policy HR 1.78. 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 and the EVCAA. 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 and Commitment

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. Definitions and reporting procedures are governed by USC System policies ACAF 1.50 and BTRU 1.18.

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 nor violate the Hatch Act (for any faculty member whose position is federally funded). 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.