



SAINT AUGUSTINE'S
UNIVERSITY

Transform. Excel. Lead.



SAINT AUGUSTINE'S UNIVERSITY

FACULTY HANDBOOK

2021

The mission of Saint Augustine's University is to sustain a learning community in which students can prepare academically, socially and spiritually for leadership in a complex, diverse and rapidly changing world.



FROM THE OFFICE OF THE PROVOST

Dear Falcon Faculty,

The Office of the Provost is pleased to provide you with this updated Faculty Handbook. I hope it will serve as a valuable reference for you. As you read it, please bear in mind the following:

- The Faculty Handbook is a compilation of policies and procedures which govern our actions and/or guide our processes making us more efficient in what we do at the University. The Faculty Handbook is not a contract and does not alter the "at will" status of any faculty member's employment. In the event of a conflict between the Faculty Handbook and your appointment letter, the appointment letter governs.
- While this Faculty Handbook (published April 2021) contains many policies and procedures that have been in effect for years, it supersedes all previous versions. It will remain the "current" version until such time as a new Faculty Handbook is published.



Thank you again for your service to the University. I look forward to our continued partnership in educating the leaders of tomorrow at Saint Augustine's University.

With Falcon Pride,

Dr. Josiah J. Sampson, III

Josiah J. Sampson, III, Ph.D.
Provost and Vice President for Academic Affairs
Saint Augustine's University



MISSION STATEMENT

The mission of Saint Augustine's University is to sustain a learning community in which students can prepare academically, socially, and spiritually for leadership in a complex, diverse, and rapidly changing world.

Saint Augustine's University is to sustain a learning community in which students can prepare **flexible and innovative courses of study** that integrate theory and practical application through experiential approaches to learning:

- **opportunities for students to apply what they learn** through service learning, community service, internships, and cooperative education
- **purposeful and individualized program of study** for non-traditional students, through preparation for a career change or re-entry into the work force
- **knowledge and appreciation of cultural differences** through interdisciplinary courses, study abroad, and other programs

The Mission of Academic Affairs

The mission of the Division of Academic Affairs at Saint Augustine's University is to create, implement, and assess learning that embraces and promotes the mission, goals, and objectives of Saint Augustine's University. The mission is achieved through academic policies that facilitate students learning through the mastery of core competencies that are transparent, transferable, and transportable.

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Chapter One – Faculty Assembly

The purpose of the Faculty Assembly is to represent the faculty position on appropriate matters magnets which may include the formulation, implementation, review, and application of policies, procedures and regulations governing St Augustine’s university including the areas of academic policy and budgeting, workload, academic calendar, curricular structure and delivery of instruction. The Faculty Assembly shall strive to enhance accountability for academic integrity, excellence, and the overall quality of academic programming at Saint Augustine’s University.

Purpose

The faculty represents the core of Saint Augustine’s University as an Academic Institution. The faculty as a body will play a participatory role in shared governance with recommendations to the President and the Provost on academic matters including those matters regarding how the University faculty organizes and governs itself, and in matters affecting shared governance. Recognized as an advisory and consultative body to the Provost, and President, the Faculty Assembly and its Executive Committee collaborate closely with the Provost and President towards achieving transparency and excellence in pursuing the academic and research enterprise of the University. The Faculty Assembly aims to guard the principles of academic freedom and recommends mechanisms to foster and sustain academic freedom. As such, the Faculty Assembly may inquire into matters having implications for the academic function and welfare of the University.

Chapter Two – The Faculty

Membership in the Saint Augustine’s University (the “University”) Faculty is governed by the policies and procedures related to the appointment, promotion, and tenure to the ranks of Instructor, Assistant Professor, Associate Professor, and/or Professor. All faculty members, regardless of rank, are appointed by the President and are responsible to the President through the administration of Academic Affairs including the Provost, the School Dean, and the Department Chairperson. The President shall be guided in the appointment, promotion, and tenure of faculty by the procedures outlined in this Faculty Handbook.

Academic Freedom

The faculty’s primary purpose at the University is to teach students the concepts, paradigms, and methodologies of their respective academic disciplines, professions, or arts; engage in research, publication, and/or professional performances related to their respective disciplines, professions, or arts; and to contribute to the advancement of the University, their discipline, profession, or art, and to the larger society. The University supports the academic freedom of the faculty to pursue these purposes without fear of losing his/her position or standing. Academic freedom is the liberty to examine, to discuss, and to evaluate phenomena as a criterion of conscientious scholarship. Thus, the University supports the academic freedom of faculty to:

- Teach and/or discuss the concepts, paradigms, and methodologies of their respective academic disciplines in their classrooms. The faculty member’s competence in the classroom related to knowledge of the discipline, pedagogy, and evaluation of students, however, is subject to review according to the policies and procedures outlined in the Faculty Handbook including procedures approved by the faculty and Department Chairperson in the faculty member’s discipline.
- Engage in unrestricted systematic inquiry, and/or scientific research, and the scholarly publication of the findings of such inquiry and/or research.
- Engage in the practice of the profession that serves as the basis for their employment at the University or to practice and perform the art that serves as the basis for their employment at the University.

The University acknowledges that as private citizens, faculty members may be called upon to address public or private forums away from the campus. Faculty members should exercise care in their public speech and/or conduct which reflect negatively on the University’s programs, operations, and/or personnel. Academic freedom involves obligations for faculty members, as well as for the University. The University shall promote an atmosphere of

academic freedom, as well as provide opportunities for faculty to teach, engage in research, publication, and the practice or performance of the faculty member's profession or art, and contribute their service to the University. Faculty members are obliged to assume full personal responsibility for his or her utterances and actions both in and outside of the classroom, decline to speak and/or act as a University spokesperson unless duly authorized to act in such a capacity, and to avoid speech or conduct that is detrimental to the good name of the University including, but not limited to, such speech or conduct that is detrimental to sources of financial support for the University.

Procedures for Faculty Appointments

Procedure and Authorization of Appointment The primary responsibility for the recruitment of a new faculty member rests with the faculty committee, the Department Chairperson, and the School Dean of the affected Division. The appointment of faculty and the assignment of their academic rank is authorized by the President upon the recommendation of the Provost and in consultation with the School Dean and the Department Chairperson (where available) in whose discipline the appointment will be made. The appointment must be in accordance with qualifications for rank as specified in *Chapter Five: Promotion & Tenure*.

The overall aim of this process is to find the best qualified person for the position, regardless of age, race, gender, religion, national origin, or disability. Through public announcement and private inquiries, a pool of candidates will be compiled, and interviews of the most promising candidates will be conducted.

Tenure-track Appointments

Faculty appointed to a tenure-track position shall receive a contract for one academic year (i.e., August through May). Nothing shall prohibit the University from hiring a faculty member to a tenure-track position beginning in the second (spring) semester of an academic year. If the University does not intend to renew the one-year contract, the faculty member will be notified in writing of that decision by March 1. Subject to financial and/or other operational exigencies, the University will issue contracts to continuing faculty members no later than April 30.

Faculty Rank

Full-time Appointments

Full-time members of the faculty hold the following ranks: Instructor, Assistant Professor, Associate Professor, and Professor. Rank is assigned on the basis of educational attainment, teaching experience, and performance.

- **Instructor:** All full-time faculty members who have the Master's Degree and have less than three (3) years of full-time teaching experience at the University level may be assigned the rank of Instructor.
- **Assistant Professor:** All full-time faculty members who have the Master's Degree, more than three years of full-time teaching experience at the University level, and have successfully completed a minimum of eighteen (18) semester hours of additional graduate study toward the terminal degree in their discipline in an accepted program of study from an accredited institution may be assigned the rank of Assistant Professor. Faculty members with an earned doctorate but with less than six (6) years of full-time teaching experience at the University level may be assigned the rank of Assistant Professor.
- **Associate Professor:** All full-time faculty members who have the earned doctorate and a minimum of six (6) years of full-time teaching experience at the University level may be appointed to the rank of Associate Professor. In addition, the faculty member is expected to show evidence of excellent teaching (as exhibited through student and peer evaluations), memberships in learned societies, and scholarly or creative work.
- **Professor:** All full-time faculty members who have the earned doctorate and a minimum of ten (10) years of full-time teaching experience at the University level may be appointed to the rank of Professor. In addition, the faculty member is expected to show evidence of excellent teaching, membership in learned societies, and scholarly or creative work.

Professor Emeritus

Emeritus or emerita is an honorary title for professors who want to stay active in scholarship following retirement. Any member of the professorial staff who retires after ten years full-time equivalency in the rank of university professor and who has rendered distinguished and meritorious service to the University, may be appointed Professor Emeritus by the President.

Appointment Details

- Title: Professor Emeritus
- Service Period: 9 or 12 months
- Limitations on Appointment: “The normal criteria for appointment with the emeritus title are at least ten years of prior service as a member of the faculty and achievement of the rank of professor.” Must be retired from the SAU to hold this title.
- Length of Appointment: This is a lifelong appointment
- Eligible for tenure: No
- Voting Rights: Persons of emeritus status (unless serving on a part-time basis) are not voting members of the faculty.
- Salary Requirements: Salary will remain at rate held on retirement date unless a mandated cost-of-living increase takes place. By policy, the University has vested in tenured faculty members the right beginning at retirement to be reemployed up to a maximum of 50% time for instructional and/or research purposes after the date of retirement.
- Full-time/Part-time: both
- Promotable title: No
- Competitive Recruitment Required: No
- Required Approvals:
 - Dean/Provost/President

New Appointment Details

- Educational Requirements: See Professor.
- Documentation Required:
 - Letter to the Dean/Provost/President stating the intention to retire.

Termination Details

- Termination is effective on date of death.

Saint Augustine's University

**Recommendation
for**

Emeritus Appointment

Name (Last, First, MI)	University ID Number	Effective Date
School-Department		Rank/Title

Extension of Service Recommendation

School-Department/Area	Rank/Title
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Appointment Period

From:	To:	Percent Time	Assign Duration (months per year)
Full-Time Faculty	Part-Time Faculty	Total Salary	Funding Sources
Academic Rate	Rate		

Year-Sem. Course Title Course No. CR Hours Est Enrollment

Other Duties

Signatures

Sign: _____	Date: _____	Sign: _____	Date: _____
Sign: _____	Date: _____	Sign: _____	Date: _____

In the Fine Arts, a Master's Degree in Fine Arts may be accepted in lieu of the doctorate in satisfying the requirements for the ranks of Associate Professor and Professor. In certain unique circumstances, such as the issuing of a contract to an accomplished or renowned writer, actor, musician, or other renowned professional, such individuals may be granted special rank appointments as deemed appropriate by the President.

Non Full-Time Faculty

Part-time members of the faculty may be appointed as the needs of the instructional program require. Non-full-time faculty may be assigned the following rankings:

- **Visiting Professor:** A part-time appointment assigned usually on a temporary basis and requiring at least a Master's degree.
- **Adjunct:** A part-time appointment requiring at least a Master's degree.
- **Lecturer:** In certain circumstances, and in consultation with the affected School's Dean and the Provost, individuals without an earned Master's degree, but who possess unique experiences or expertise may be assigned the rank of Lecturer.

Orientation for New Faculty

An orientation program for new faculty is offered by the Office of the Provost through the Center for Teaching, Research and Leadership (CTRL) and includes a review of University policies and operations. School Deans and Department Chairpersons also serve as resources for faculty new to their School and/or Department.

Faculty Development Program

The University will, whenever possible through external funding, provide a faculty development resource center that focuses upon excellence in teaching and learning. The University provides a faculty development resource center, the Center for Teaching, Research, and Leadership (CTRL), which offers a variety of services that enhance excellence in teaching, research, and leadership. CTRL arranges workshops and faculty institutes designed to share the best practices in teaching and learning, including the integration of technology. In addition, CTRL provides a limited number of tuition grants and travel grants per semester to assist faculty with participating in courses and conferences that will help them to develop their content knowledge and teaching skills. Receipt of certain grant funds from the faculty development program carries a stipulation of continual service obligation to the University. Faculty should consult with the CTRL for additional information about the continual service obligation. In addition, CTRL provides resources such as reference books about teaching and learning, and information about terminal degree programs, conferences, and funding opportunities.

Faculty Exchange Through Cooperating Raleigh Colleges

Through the participation of Saint Augustine's University, in the Cooperating Raleigh Colleges Consortium (CRC), opportunities may be available for faculty members to participate in exchanges or other collaborative efforts with colleagues from other CRC institutions, and with non-CRC universities and colleges. It is possible that an exchange can be arranged for a part-time appointment or for a full semester.

Through such exchanges, faculty members may learn about other campuses, meet challenges, learn about different curricula, and experience a different student body. Exchanges may expand the curriculum of Saint Augustine's University or a neighboring institution through offering a larger variety of courses. This is done without altering the basic staffing patterns. Exchanges also may build bridges of communication between Departments of cooperating institutions. These bridges may later lead to other possible cooperative relationships.

During an exchange, a faculty member continues to be a part of the faculty of his/her own institution. His/her knowledge is exchanged for that of another faculty member on a different campus. Such exchanges may enrich the faculty member's experiences. Where exchanges are not appropriate or feasible, other means of including faculty members from cooperating institutions may exist. Most faculty members are willing to serve as a guest lecturer for one or two class periods. Such visits bring to students the experiences and special talents of a wider diversity of academic persons.

Faculty members who are interested in participating in an exchange should contact the Provost so that inquiries concerning matching personnel for exchanges can be made.

Outside Involvement

Saint Augustine's University believes that its educational program and effective teaching in all its aspects can flourish only when sustained by continuous, active participation of its faculty in research and employment, enriched in many cases by interactions with industrial, economic and social organizations.

This interaction, including outside consulting service to, research for, and part-time employment in government and industry, is of greatest value when it contributes significantly to the public welfare, offers an opportunity for professional challenge and growth, or otherwise enhances the effectiveness of a faculty member's services to the institution.

However, orderly procedures must be followed to ensure the evolution of policy to avoid ethical and legal conflicts of interest, and to ensure that such activities do not conflict with the proper discharge of Saint Augustine's University responsibilities. Essential to the effectiveness of such procedures is the faculty member's complete disclosure of his/her outside professional activities.

Disclosure and Consultation

Liaison between the Chairperson of a Department and faculty members is the principal means of communications and disclosure in matters involving outside professional activities. The following procedures are to be followed:

- It is the obligation of faculty members to keep their Department Chairperson continuously informed in adequate detail as to all outside professional activities, service on external committees, and other special assignments interfering with normal University activities. In turn, the Department Chairperson should make this information known to the University by completing the appropriate form and securing the approval of the Provost.
- It is the further obligation of faculty members to discuss with their Department Chairperson the assumption of outside activities that are new in scope or kind, especially long-range involvement, before entering an agreement to undertake them. This is particularly true of those outside activities, such as direct and active management obligations in outside business entities or consulting relationships, which may be incompatible with the performance of Saint Augustine's University obligations. External consultations are limited to three (3) working days per month. The Provost will provide final approval on such arrangements.

Situations of unusual complexity or those incapable of satisfactory resolution between faculty members and their Department Chairpersons may be referred to the Provost. However, consultation with a Department Chairperson/School Dean or the individuals named above in no way relieves the faculty members of full responsibility for their actions.

On an annual basis, a form will be executed by all faculty disclosing outside employment, which requires the approval of the Provost. See Appendix A for the form to request approval for external employment.

Appointment of School Deans and Department Chairs/Area Coordinators

School Deans and Department Chairpersons/Area Coordinators serve at the pleasure of the Provost.

Absences from Class

It is a primary responsibility of the faculty members to meet all classes promptly and regularly. However, when this is

not possible, in all cases the Department Chairperson and School Dean **must be notified**.

In all cases, proper arrangements must be made with the Department Chair, and the Provost must also be notified.

Daily absenteeism forms are submitted to the Provost. Forms for this purpose are available from the Provost. See Appendix B for the form to request permission to be absent from class.

Departmental Inventories and Reports

The Chairperson of each Department, with assistance from members of his/her Department and in cooperation with the Provost and the Chief Financial Officer facilitate an annual inventory for all major items in his/her Department.

Special Observances

Members of the faculty are required to participate in the Formal Opening Convocation, Founders' Observance, Honors Assemblies, Commencement exercises, and other special occasions. When requested, all faculty members are expected to attend and assist with activities such as Homecoming, and other activities of a special nature.

Faculty Suggestions

The administration welcomes suggestions from faculty. The suggestions should be made in writing. Faculty should try to include a suggestion of an appropriate solution as well.

Submission of Grades

Each faculty member must submit the mid-term and final grades of students in his or her classes to the Office of the Registrar no later than twenty-four (24) hours after the administration of each mid-term or final examination.

Chapter Three – Faculty Responsibilities

All members of the faculty are expected to serve the University and society in the following ways:

- Promote the intellectual and personal development of their students through effective teaching and advisement.
- Serve on academic and University-wide committees and attend faculty meetings. The faculty is collectively responsible for recommending academic policies to the University Administration (part-time members of the faculty are relieved of these responsibilities).
- Engage in scholarly activities such as participation in learned societies and research, publication of articles and books, presentation of scholarly papers, and attendance at seminars and conferences that are related to the faculty member's discipline or related to the improvement of the University as a whole. The faculty of an undergraduate University is not expected to devote the same amount of time and energy to conduct research, as would the faculty of a research university, but the continuous scholarly development of faculty members is essential to the vitality of undergraduate teaching. It is also important that faculty members keep abreast of the scholarly literature in their fields.
- Participate actively in campus events such as athletic, cultural, academic, and social activities.
- Demonstrate commitment to the mission of the University through participation in the Annual Fund or other avenues of support.
- Maintain a minimum of ten (10) regular office hours per week for student advising, two of which must be tutorial.
- Render public service through active participation in community organizations.
- Maintain class records and submit periodic evaluations, including mid-term and final grades, of student

- performance in accordance with the University's policies and the current University calendar.
- Assist students in preparation for competition in a diverse and global society.

The Library

One of the most important means of improving instruction at Saint Augustine's University is the increased use of the library by both faculty and students. The faculty is urged to give students practice in the use of the Library by way of required reading and research assignments.

Registration

Registration is a cooperative responsibility involving a number of offices. In general, all faculty members are expected to assist in pre-registration, registration, and advising activities.

Teaching Loads

Thirty (30) credit hours of teaching per academic year, (excluding summer term), with a minimum of fifteen (15) credit hours per semester represent a full-time teaching load at Saint Augustine's University. A full-time teaching load for School Deans is six hours with nine (9) credit hours of release time per semester, and for Department Chairpersons the full-time teaching load is nine (9) credit hours with six (6) hours of release time per semester. For lecture and recitation work, the number of credit hours is usually the same as the number of clock hours. In laboratory classes, clock hours determine the number of semester hours. In certain situations, in consultation with the affected faculty member, the Department Chairperson/School Dean and the Provost, teaching loads may be adjusted to accommodate special non-teaching assignments.

Faculty loads are guided by the policy that faculty can teach no more than a maximum of six (6) credit hours of overload per semester, including adult learner programs. The faculty load form is used as a reporting document to ensure equity and reasonable assignments of these activities.

Faculty Meetings

Every faculty member is required to attend all faculty meetings scheduled by the Department Chairperson, School Dean, and/or the Provost unless excused by the convener of the meeting.

Office Hours

All **full-time** faculty members are required to be available at least ten (10) hours per week for conferences with students. **Adjunct** faculty must be available outside of class for at least two (2) hours per week for each class they teach. Additionally, part-time faculty should encourage students to make appointments at reasonable times outside of class and must be available for any appointments that they schedule. A copy of each teacher's office hours must be filed in the Office of the Provost by the end of the first month in each semester and posted on the faculty office door. Forms for this purpose are available from the Provost.

Chapter Four – Schools and Departments

Organization of Schools and Divisions

School of Arts and Communication – Comprised of the Department of Media Communications and the Department of Visual and Performing Arts

School of Business, Management, and Technology – Comprised of the Department of Accounting, Department of Business Administration, Department of Computer Information Systems, Department of Organizational Management, and the Department of Sport Management.

School of Education and Psychology – Comprised of the Department of Education and the Department of Psychology

School of Humanities and Social Sciences – Comprised of the Department of English, Department of, Department of Criminal Justice, and the Department of Social Sciences

School of Sciences, Mathematics, and Allied Health – Comprised of the Department of Biological and Physical Sciences, the Department of Mathematics, and the Department of Public Health and Exercise Sciences.

School of General Studies and the Honors College – Comprised of the Department of General Education, Department of Religious Studies, Department of International Programs, and the Honors College.

School of Graduate, Professional, and Extended Studies – Comprised of the Department of Graduate Programs, The Department of Extended Studies, and the Certificate Programs.

The Office of Accreditation and Compliance – This office works to maintain all University accreditation and compliance standards.

The Division of Military Science is to commission the future officer leadership of the United States Army and motivate young people to be better Americans.

The Prezell R. Robinson Library – The library undergirds University academic pursuits through information technology and academic and research support.

The Office of Educational Technology – This office supports the implementation, training, and support of technology used in 21st century teaching and learning.

Responsibilities of School Deans/Directors

The Dean of the School, with the advice and assistance of the Provost, is responsible for the administration of the School. Some of the major responsibilities are:

- To act as a leader by providing vision and scope for the total academic School through the design and application of connectivity among all Departments and areas in the respective School.
- To design a student recruitment and retention plan for the School and to participate actively in the Enrollment Management process.
- To work in collaboration with the Office of Sponsored Programs and Institutional Advancement to seek external funding and resources through proposal writing, contract negotiation and gifts, and to develop meaningful relationships with the University's and School external publics.
- To assist the Provost in the formulation and administration of instructional policies.
- To confer with the Provost and the appropriate Department Chairpersons concerning the selection of faculty members in the School.
- To represent the Departments within the School in the significant relations between the Departments and the Office of the Provost and to represent the School in all matters that are of concern to all Departments within the School.

- To see that a course outline is prepared for each course offered in the School and that these outlines are kept up-to-date; to furnish leadership for the School faculty in developing sound instruction for all of the courses within the School; to initiate recommendations to the Curriculum Council concerning the requirements for majors and minors which cut across the Departmental boundaries; to plan the program of course offerings within the School in cooperation with the Chairperson of each Department; to acquaint himself/herself, through the study of course outlines and other means, with the content of all courses offered within the School; and to recommend to the Provost the annual course offerings and teaching assignments in the Division.
- To determine the funding needs of the Division to present to the Office of the Chief Financial Officer upon approval by the Provost.
- To supervise the preparation, submission and update of catalog, web pages, recruiting and advising materials for the school.
- To represent the School in all matters that are of concern to all Departments within the School.
- To preside at School meetings. Schools should meet together at least once every other month. Additional meetings of all Schools personnel should be scheduled as needed.
- To design the School's budget and to monitor, allocate and approve all School expenditures.

Responsibilities of Department Chairpersons

The Department Chairperson's faculty and staff responsibilities are essential elements in the University's efforts to reach its educational objectives.

As a leader, the Department Chairperson should provide creative leadership, directional guidance, and constructive assistance. As the administrator, each Department Chairperson should:

- Assist in carrying out the general educational policies and practices of the University as they concern the Department.
- Assist in the pre-registration and registration process.
- Act as consultant for the dismissal, replacement, retention, addition and utilization of staff.
- To serve as the front-line supervisor in dealing with all departmental meetings involving faculty, staff and students.
- Recommend the purchase of textbooks, equipment, and supplies, and be held responsible for the security of Department inventories.
- Aid in the establishment of a workable budget and keep the expenditures within its boundaries.
- Help plan the curriculum, the course sequences, the assignment of classes and the arrangement of schedules of both faculty and students.
- Obtain and maintain an up-to-date file on students and staff of the Department.
- Aid in seeking financial assistance for Departmental members who are desirous of attending and participating in professional meetings.
- Seek to maintain the highest quality of instruction in all courses under his/her supervision.
- Assist in evaluating the progress of students in the Department.
- Assist in evaluating the teaching effectiveness of his/her staff.
- Explore the possibility of intra-institutional and inter-institutional collaboration and exchange of information.
- Implement and monitor instructional details at the Department level.
- Aid in the monitoring of principles to be followed in the planning of instruction and the writing of the course outline.
- Design for the Department a recruitment and retention plan and participate actively in the Enrollment Management process and Biannual Program Review process.

- Assist in the seeking of external funds and resources through proposal writing, contract negotiation and gifts.

Chapter Five – Promotion & Tenure

Definitions

Promotion is the elevation in academic rank. The University acknowledges tenure as a means to provide faculty with academic freedom to teach and conduct research in the discipline, profession, or art for which they have been employed. The University also acknowledges that tenure affords faculty a measure of economic security. In reaffirming its commitment to the principles of promotion, tenure, and academic freedom, the University also expects faculty to perform their duties in conformity with the University's mission, policies and procedures, and to conduct themselves responsibly when engaging in extramural activities. Where tenure has been awarded, a faculty member shall be subject to dismissal for cause, incompetence, moral turpitude, and/or financial exigency. A tenured faculty member shall be provided with a written notice of charges or grounds for dismissal and with an opportunity to be heard in his or her own defense by committees or tribunals appointed by the President.

Promotion and/or tenure shall require:

- The submission of a letter from the faculty member expressly applying for promotion and/or tenure (Letter).
- The submission of the faculty member's portfolio of accomplishments, most recent 5-year time span. (Portfolio).
- The satisfaction of the criteria established in this Faculty Handbook to qualify for promotion and/or tenure.
- Review by the Department Chairperson, the School Dean, the Promotion and Tenure Committee, the Provost and the President.
- An affirmative written letter from the President granting promotion and/or tenure.

Neither promotion nor tenure is automatic, nor are they achieved simply as a result of service to the University over a number of years. Similarly, successive reappointment or the completion of a specified period of service shall not confer a right to promotion in rank or tenure. In addition to meeting minimal qualifications outlined below (Eligibility for Promotion and Tenure), promotion in rank and/or tenure is based on a systematic evaluation of the faculty member's teaching, advising, scholarly research and publications, and service to the University, discipline, and to the community.

Decisions regarding appointment, promotion, and tenure shall also consider important institutional factors, including but not limited to, the mission of the University, enrollment in the major or program, the development of the School, as well as the goals and objectives of specific academic Departments. No more than 50% of fulltime faculty in a department can be tenured. The faculty member initiates the tenure and/or promotion process. The faculty member must have satisfied all minimal degree and experience requirements prior to applying for promotion and/or tenure. All evaluations are confidential.

Eligibility for Promotion and Tenure

Instructors may be promoted to the rank of Assistant Professor when they have been employed at the University for more than three (3) years but less than or equal to six (6) years of full-time teaching. In order to be promoted to an Assistant Professor, an Instructor who meets the minimum years of employment criteria must have also either acquired the doctorate, or other terminal degree in the discipline in which he/she is teaching, or must have successfully completed a minimum of eighteen (18) semester hours of additional graduate study toward the doctorate or other terminal degree in the discipline in which he/she is teaching. The doctorate, as well as the minimum eighteen hours of additional graduate study, must be earned from an accredited doctoral granting or professional terminal degree

granting institution.

Tenure may be awarded to assistant professors who are applying for promotion to associate professor, or faculty members who have been previously promoted to associate professor or to professor. A faculty member whose initial appointment was as an assistant professor must apply for both promotion and tenure once he/she is eligible. In order to be eligible for promotion and/or tenure a faculty member must:

- Have completed seven (7) years of full-time college or university teaching, a minimum of three of the seven years shall include continuous membership on the faculty of Saint Augustine's University. Persons who held tenured appointments immediately prior to employment at Saint Augustine's University will be eligible for consideration after completion of three (3) years at Saint Augustine's University;
- Have received the doctorate or other terminal degree in the discipline or profession in which they are teaching.
- Have demonstrated that they meet the standard for the rank for which they are applying or the rank which they hold

Standards for Promotion and Tenure

In order to be appointed to, promoted to, or tenured at the rank of Associate Professor, a faculty member shall:

- Possess a doctorate or other terminal degree in the discipline or profession in which the faculty member is teaching.
- Demonstrate **excellence** in college teaching and academic advising.
- Demonstrate **substantial professional activity** in the area of scholarly research and publications, and/or other scholarly, professional, and/or creative activities related to the art, discipline, or profession in which the faculty member is teaching.
- Demonstrate **excellence** in service to the University, the community, and the profession.

In order to be appointed to, promoted to or tenured at the rank of Professor a faculty member shall:

- Possess a doctorate or other terminal degree in the discipline in which the faculty member is teaching.
- Demonstrate **outstanding performance** in college teaching and academic advising.
- Demonstrate **excellence** in the area of scholarly research and publications, and/or other scholarly, professional, and/or creative activities related to the art, discipline, or profession in which the faculty member is teaching.
- Demonstrate **outstanding performance** in service to the University, the community, and the profession.

Criteria for Faculty Evaluation

It is the policy of Saint Augustine's University to evaluate faculty members for rank, promotion, and tenure. Thus, Saint Augustine's University has developed a comprehensive faculty evaluation system. The system identifies the faculty roles, the definition of the faculty roles, the appropriate sources that will be used to evaluate the faculty member's performance, and how the information for evaluation will be collected.

Faculty Roles

Faculty effectiveness will be evaluated in teaching, advising, scholarly research/creative endeavors, faculty service/professional service, and community service. Each role has been defined for the benefit of the faculty evaluation. Following is the definition for each role.

ROLE	DEFINITION
Teaching	An interaction between a teacher and student, who share the responsibility for the teaching and learning process; this process involves four (4) interactive dimensions. <ul style="list-style-type: none"> • Content expertise • Instructional delivery skills • Instructional design skills • Course management skills
<i>Content Expertise</i>	That body of skills, competencies and knowledge in a specific area in which the teacher has received advanced experience, training or education.
<i>Instructional Delivery Skills</i>	Those human interactive skills and characteristics which make for clear communication of information, concepts and attitudes, and promote or those that facilitate learning by creating an appropriate effective learning environment.
<i>Instructional Design Skills</i>	Those technical skills in designing, sequencing and presenting experiences which induce student learning, and designing, developing and implementing tools and procedures for assessing student-learning outcomes.
<i>Course Management Skills</i>	Those bureaucratic skills in operating and managing a course including, but not limited to, timely grading of examinations, timely completion of drop/add and incomplete grade forms, timely completion of the registration process, and generally making arrangements for facilities and resources required in the teaching of a course
Advising	To give counsel, to recommend, to give (a person or group) information. <ul style="list-style-type: none"> • Knowledge of the plan of study for each advisee • Observing and maintaining published office hours • Maintaining advisees' records
Scholarly Research/ Creative Endeavors	Diligent and systematic inquiry into a subject in order to revise facts and theories. <ul style="list-style-type: none"> • Scholarly discipline-related presentations and exhibits • Awards, honors and continuing educational activities • Publications (refereed and/or non-refereed) of scholarly discipline-related research
Faculty Service/ Professional Service	Time and effort provided by a faculty member for the Department, School, University committee(s) or student activity group(s) and without the primary motive being to obtain direct financial compensation <ul style="list-style-type: none"> • Serving on Department and/or School and/or University committees • Sponsoring and/or servicing student activity group(s) • Active involvement in professional organization(s) within his/her discipline-related field • Active involvement in grantsmanship for the University • Serving in recruitment efforts for the University

Community Service	Effort provided by a faculty member for the public benefit and without the primary motive being to obtain financial compensation.
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Activities for Evaluation

With roles identified as Teaching, Advising, Scholarly Research/Creative Endeavors, Faculty Service/Professional Service and Community Service, the University will recognize the following activities for evaluation:

Teaching

- ☐ Teaching regular course offerings
- ☐ Developing course materials
- ☐ Developing new courses/labs
- ☐ Coordinating clinical teaching/independent study/tutorials

Advising

- ☐ Advising students on programs of study and conferring with students on course work endeavors

Scholarly Research/Creative Endeavors

- ☐ Publication
- ☐ Journal and magazine articles (refereed material)
- ☐ Presenting recitals and exhibitions
- ☐ Staging, directing or acting in musical, theatrical and dance productions
- ☐ Exhibiting paintings, sculptures and other creative arts
- ☐ Non-refereed material
- ☐ Invited/contributed presentations and/or poster sessions
- ☐ Invited/contributed papers and/or poster sessions
- ☐ Ongoing research
- ☐ Basic scientific investigations, both theoretical and applied and/or Investigations of educationally relevant problems
- ☐ Professional Recognition
- ☐ Awards, honors, invited presentations and/or achieving advanced degrees, certification, etc., by maintaining continuous professional development

Faculty Service/Professional Service

- ☐ Serving on Departmental and/or School and/or University committees (see Appendix G for the listing of standing committees)
- ☐ Serving as a sponsor for student activities/groups
- ☐ Advising student activities/groups
- ☐ Activity in professional organizations

Community Service

- ☐ Participating in local, state, or national civic activities and organizations
- ☐ Applying academic expertise in the local, state or national community without pay or profit

Procedures for Review and Recommendation of Promotion and Tenure

Letter for Review and Recommendation of Promotion and Tenure

A tenure-track faculty member wishing to be considered for promotion and/or tenure shall submit a letter to the Department Chairperson (or School Dean where there is no Department Chairperson or where a Department Chairperson is making the application) requesting a review for promotion in rank, or for tenure. The Letter shall be accompanied by the faculty member's Portfolio of accomplishments in the areas of teaching/advising, research, publication, artistic performances, professional achievements, service to the University, the discipline or profession, and to the community.

The Letter and the Portfolio shall be submitted no later than the fourth Monday in September of the academic year in which the faculty member is eligible for review. A faculty member who fails to submit the Letter and the Portfolio in a timely fashion (i.e., in accordance with the time frames set forth for this policy as found in this Faculty Handbook), shall not be entitled to be considered for promotion and/or tenure. The Provost/Vice President for Academic Affairs shall provide an annual Schedule For Review And Recommendation of Promotion And Tenure at the first faculty meeting of the fall semester (see Appendix for the schedule). The faculty member shall be responsible for the preparation, compilation, and submission of a Portfolio which, once submitted to the Department Chairperson along with the Letter, becomes the property of the University.

The Portfolio must include information over a five-year span or the starting point of the last successful awarding of tenure or promotion. Documents should include, but is not necessarily limited to, the following:

- An up-to-date curriculum vita
- Annual departmental reviews
- Peer and Student evaluations
- Evidence of teaching and advising consistent with the standard required for the rank being sought
- Evidence of research, publications, and artistic performances consistent with the standard required for the rank being sought
- Evidence of service to the University, the discipline or profession, and to the community consistent with the standard required for the rank being sought
- Summary of other documentation the faculty member wishes to include as evidence of having fulfilled the criteria for promotion and/or tenure as set forth in this policy

Department Chairperson's Review and Recommendation

The Department Chairperson shall make a written recommendation to the School Dean. The Department Chairperson's recommendation shall assess the quality of the faculty member's accomplishments in the areas of teaching/advising, research, publications, artistic performances, and service consistent with the standards for the rank being sought and with the criteria set forth in this policy. The Department Chairperson shall also consider the development of and enrollment in the major and/or the program. The Department Chairperson shall forward to the School Dean the following:

- The Letter and Portfolio of each faculty member in the Department applying for promotion and/or tenure
- The Department Chairperson's recommendation to grant or deny the faculty member's application for promotion and/or tenure

School Dean's Review and Recommendation

The School Dean shall receive and take into account the recommendation of the Department Chairperson and shall make a written recommendation to the Rank and Tenure Committee. The School Dean shall assess the quality of the faculty member's accomplishments in the areas of teaching/advising, research, publications, artistic performances, and service consistent with the standards for the rank being sought and with the criteria set forth this policy. The School Dean's recommendation shall also take into account the development of the School as well as the goals and objectives of the faculty member's academic Department. The School Dean shall forward to the Promotions and Tenure Committee the following:

- The Letter and Portfolio of each faculty member in the School applying for promotion and/or tenure;
- The Department Chairperson's recommendation to grant or deny the faculty member's application for promotion and/or tenure; and,
- The School Dean's recommendation to grant or deny the faculty member's application for promotion and/or tenure.

Promotion and Tenure Committee's Recommendations

The Committee on Rank and Tenure shall be comprised of at least one faculty member (preferably tenured) from each academic Division at the University. Nothing in the foregoing is meant to preclude additional faculty representation on the Promotion and Tenure Committee should the University elect to add additional members. Where possible, members of the Promotion and Tenure Committee must hold the minimum rank of Associate Professor and shall have earned a terminal degree in one of the disciplines represented by the Division.

The Chair of the Promotion and Tenure Committee shall be elected by the members of that Committee. Committee assignments shall be for two years.

All deliberations of the Promotion and Tenure Committee shall be held in strict confidence to enhance the credibility of the process. Any Committee member who divulges any information relative to the deliberations of the Committee shall be removed and a replacement chosen. The Promotion and Tenure Committee shall evaluate the materials provided by the School Dean in accordance with the criteria set forth in this policy, and the Committee Chairperson shall forward to the Provost its members' individual and collective recommendations to grant or deny the faculty member's application for promotion and/or tenure. In addition, the Committee Chair shall forward to the Vice President for Academic Affairs the Letter, the Portfolio, the recommendations of the Department Chairperson, and the School Dean.

Provost

The Provost shall review the Letter, the Portfolio, the recommendations of the Department Chairperson, the School Dean, and the recommendation(s) of the Promotion and Tenure Committee. The Provost shall evaluate these materials in accordance with the criteria set forth in this Policy. The Provost's decisions regarding promotion and tenure shall also consider important institutional factors including, but not limited to, the mission of the University, enrollment in a major or program, the development of the academic Division, percentage of faculty already tenured in department, as well as the goals and objectives of specific academic Departments. The Provost/Vice President for Academic Affairs shall make a recommendation to the President.

President's Decision

The President shall review the portfolio and all earlier recommendations and make the final decision on the faculty member's application for promotion and/or tenure. The President shall report his/her decision on each applicant's request for promotion and/or tenure to the Board of Trustees at their March meeting. The President shall provide the faculty member with written notice of his/her decision.

Procedure for Appeals

The appeals procedures apply only to tenure-track faculty members who have submitted a Letter and Portfolio for promotion and/or tenure in a timely manner and who are otherwise eligible to apply for promotion and/or tenure according to the terms of this policy. The review of the faculty member's Portfolio by the Department Chairperson, School Dean, Promotion and Tenure Committee, the Provost, and the President is a review of the merits of the faculty member's accomplishments in the areas of teaching, advising, scholarly and/or professional or artistic productivity, and service.

Following the reviews of the merit of the faculty member's application, the faculty member may believe that a negative outcome was the result of improper procedures and/or inappropriate criteria employed by the Department Chairperson, School Dean, Promotion and Tenure Committee, the Provost and/or President.

Grounds for Appeal

The grounds for appeal shall be based on claims asserted in writing by the faculty that:

- The procedures set forth in the section on Procedures for Review and Recommendation of Promotion and Tenure of this policy were not followed

- The reviewers failed to use the eligibility criteria set forth in this policy for determining the faculty member's qualifications for appointment, promotion, and/or tenure (a dispute over the weight assigned to the criteria by the reviewers is not a basis for appeal under this policy).

Appeal to the President

A faculty member may appeal a negative outcome to the President within seven (7) working days of having received the decision from the President.

The appeal letter shall state the grounds and the evidence on which objections are made. The written appeal shall be limited to complaints of:

- An allegation that the procedures set forth in this policy were not followed
- An allegation that the reviewers did not use the criteria set forth in this policy and the specific facts upon which that allegation is based

If the President receives a timely written appeal, the President shall schedule a meeting with the faculty member and the Provost in order to provide an opportunity for the faculty member to be heard regarding the issues raised in the written appeal. Following the meeting the faculty member may not wish to continue with the appeal. If the faculty member wants to proceed, the President shall convene an Appeals Committee to review the matter and make a recommendation to the President. At this point the President will make a final decision on the matter and communicate it to the faculty member.

An untimely appeal or an appeal that is not written may not be considered. Similarly, an appeal which fails to set forth alleged procedural error as set forth above or failure to follow criteria set forth above and/or fails to offer evidence upon which the allegation of procedural error or failure to follow guidelines are based may not be considered.

Appeals Committee

The President shall impanel an Appeals Committee which, whenever possible, shall consist of three tenured Associate Professors or Professors appointed by the President from a pool of five tenured Associate Professors or Professors.

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

The Appeals Committee shall review the faculty member's letter to the President and determine whether the procedural error set forth in the letter occurred. The Appeal Committee's review is limited to:

- An allegation that the procedures set forth in this policy were not followed
- An allegation that the reviewers of the faculty member's Portfolio did not use the criteria set forth in this policy and the specific facts upon which that allegation is based. Such an allegation shall not include an allegation regarding the merits of the faculty member's Portfolio given to the faculty member's application for promotion and/or tenure by the reviewers.

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

The Appeals Committee may request from the Vice President for Academic Affairs information regarding the procedures followed in processing the faculty member's application for promotion and/or tenure.

Within fourteen (14) calendar days of being impaneled, the Appeals Committee shall submit to the President a report

which states whether the Appeals Committee determined that the alleged violation(s) of this policy occurred, and if so, identifies each procedural error and/or failure to follow guidelines alleged by the faculty member and identifies the evidence to support its conclusion.

The President shall consider the Appeals Committee report along with other facts relevant to the faculty member's application for promotion and/or tenure. Based upon that review, the President shall determine whether an error has occurred that warrants another review of the faculty member's application.

The President shall notify the faculty member in writing of his/her decision regarding the appeal. The President may affirm or reverse his/her original decision after considering the extent to which the procedural error or failure to follow the published guidelines affected the review process.

The President's original decision is final unless reversed by the President as a result of the appeal process. The faculty member's initiation of the appeals procedure shall not dislodge or delay any formal notifications dealing with contract non-renewal or tenure denial actions. In all cases, the finding of a material breach in procedure during any part of the review process shall result in the correction of the procedure not in an automatic award of promotion or tenure.

Chapter Six – Termination & Leave

An appointment of a full-time faculty member may be terminated in a variety of ways and for a variety of reasons. The University distinguishes among the following:

- resignation
- expiration of term
- release -- also called non-reappointment
- dismissal
- retirement

Kinds of Terminations (with explanation and/or reasons for each kind)

Resignation

Resignation is the termination of service by voluntary action of the faculty member. A resignation should always be submitted in writing to the President of the University with a copy to the Executive Vice President and the Provost. University-requested resignation is negotiated when the University takes the initiative, offering the faculty member the option of submitting his/her resignation in lieu of dismissal.

Expiration of Term

Term contracts expire at the end of the specified period of the contract. The University will notify the faculty member of non-renewal of a contract by March 1.

Release or Non-Reappointment during the Probationary Period

Release denotes termination of service by non-renewal of appointment when the University finds itself compelled to reduce the number of faculty, or to make a change in personnel because of changes in the circumstances that existed when the original agreement was made. No culpability attaches to release. The recognized grounds for release include, but are not limited to, financial exigencies of the University, change in the educational program requiring realignment of faculty personnel, physical or mental disability of the teacher so serious that he cannot perform his/her duties properly, or conviction of a criminal felony. In the case of non-reappointment, notification shall be given to the faculty member no later than March 1, of the year during which the contract expires.

Dismissal

Dismissal denotes termination of service at the investigation of the University through fault of the faculty member. Among recognized grounds for dismissal are incompetence and irresponsibility (inability or unwillingness to perform academic and professional duties credibly), insubordination and breach of faith (habitual failure to comply with duties germane to the work of a faculty member), moral turpitude (gross or repeated violation of the ethical code), and conviction of criminal felony.

In case of dismissal, the University does not deny the faculty member the right of due process that implies the right of the faculty member to:

- receive a formal written notice of dismissal and statement of charges by registered mail
- deny the charge and have a hearing before the Faculty & Staff Grievance Committee; in such a hearing the Administration may designate a faculty member on the committee to present the statement of charges in the case, or the Provost may be asked to present the charges in the case; the decision of the committee may be appealed to the President of the University, if the faculty member so desires.

Grievance Procedure for Dismissal

The following addresses the grievance procedure at Saint Augustine's University:

- The Faculty member should confer with the Department Chairperson (where applicable)
- The Department Chairperson and the faculty member will consult with the School Dean regarding the matter of a grievance presented by a faculty member
- If the issue or concern is not resolved at the prior level, the School Dean with the faculty member and Department Chairperson will refer the matter of concern to the Provost
- If not resolved at this level, the Provost may refer the issue to the Grievance Committee, which is one of the standing committees of the University
- The Grievance Committee shall review the grievance, conduct a hearing, compile its findings, and make its recommendations for the resolution of the grievance to the Provost
- The recommended proceedings will be presented to the President of the University by The Provost; all decisions of the President are final

Sabbatical Leave

Sabbatical leaves are defined as earned leaves available after a minimum of seven years as a full-time faculty member. Such leave shall be granted for the purpose of improving their services to Saint Augustine's University by study, research and/or travel. Sabbatical leaves may be granted by the Provost and approved by the President for a full year at half salary or a half-year at full salary. Seniority will be considered in granting sabbatical leaves. Faculty members will be notified of their eligibility for leave no later than January prior to the year of eligibility.

Faculty members who fail to return to the University for one year immediately following the leave are expected to reimburse the University for Funds received during the sabbatical leave. The date of return may be delayed at the request of the faculty member and the approval of the President.

Scholarly or Professional Leave

Scholarly/professional leave shall be defined as that leave which furthers the advancement of the faculty member, consequently increasing his/her value to himself/herself and to the University through study, research, and/or travel.

With Pay

Full-time faculty members who have rendered five years of continuous employment at Saint Augustine's University are eligible to apply for scholarly/professional leave with pay. The length of time and compensation arrangements will be influenced by the availability of funds and the recommendations of the Vice President for Academic Affairs and subsequent approval by the President of the University.

Applications for leave shall be submitted the semester before (at least three months prior to) the beginning of the period of the requested leave. Applications should include purpose for the leave and other information that will help in evaluating the relative value of leaves requested.

Faculty members granted scholarly/professional leave would be expected to return to their position at the University for at least one academic year following the leave. Faculty members who fail to return to the University for one year immediately following the scholarly/professional leave with pay are expected to reimburse the University for Funds received during the scholarly/professional leave. The date of return to the University may be delayed at the request of the faculty member and the approval of the President. No scholarly/professional leave will begin during or within a semester.

Without Pay

After two years of service to Saint Augustine's University, a faculty member may apply for scholarly/professional leave without pay.

Scholarly/professional leave without pay shall be granted at the discretion of the President upon recommendation of the Provost.

Released Time

All full-time faculty members shall be eligible to request released time to conduct research or administer projects for which funds have been made available from outside sources, or for professional development, or to conduct major projects for the University. All requests for released time shall be made to the Provost.

The faculty member granted released time shall be remunerated by the project according to the percentage of time given to the University. Released time does not apply to office hours. All benefits shall continue to be paid by the University while a faculty member is on released time, unless such benefits are paid by outside funds.

Retirement

Retirement implies cessation of salary payment except as income approved by the Saint Augustine's University Retirement Plan and/or from Social Security.

Phased Retirement Program

The Phased Retirement Program is a mutually beneficial program that allows eligible tenured faculty and other long-term academic professionals to step gradually into retirement, while encouraging and mentoring new faculty for the University. Under the program, eligible faculty submit their retirement, while continuing to work part-time for up to three years.

Eligibility:

- Full time faculty with ten (10) years of service or more and has reached the age of 65,
- Participants must officially retire effective at the beginning of their phased retirement period to enable them to have access to their retirement benefits,
- They will be re-employed for no less than 25%, 33% or no more than 50% FTE,
- The University may specify a 1-, 2-, or 3-year phase out with the possibility of renewal,
- The Faculty member will be able to participate in the University's health insurance plan.

Chapter Seven – Other Policies and Procedures

Proposal Writing

In the interest of facilitating the preparation and submission of proposals by members of the faculty of Saint Augustine's University, the procedures outlined herein have been developed to provide for an effective and orderly completion of the submission.

Prospectus

The process for proposal development and routing is as follows:

- The Principal Investigator (PI) researches and develops an idea for a protocol after finding an appropriate Request for Application (RFA) or Program Announcement (PA) to which he will qualify. The PI conducts a detailed literature search to support his intentions for a proposal and solicits advice from colleagues on the feasibility of a proposal. The PI prepares a 1–2-page concept paper including a statement of the problem, question/hypotheses, methodology, and brief literature review.
- The PI obtains, completes and submits an Intent to Submit a Proposal form, a copy of the RFA or PA, an electronic version of the proposal concept paper, and a preliminary budget with participating faculty to the Office of Sponsored Programs (OSP). The Intent form should be submitted well in advance of the proposal due date (at least 30 days). At this point the OSP will contact the PI to schedule a Proposal Development Meeting. The purpose of this meeting is to review the Request for Proposal (RFP), review OSP guidelines and set a time-line for completion of the intended grant proposal.
- OSP submits the proposal to the Proposal Critique Committee (PCC). The purpose of the PCC is to assist with the development and evaluation of new research projects and pilot studies by providing the PI with a review of proposal idea and critical feedback pertaining to methodological issues and project management. The PCC consists of the Grant Accountant, the Pre-Award Specialist, Area Vice Presidents, and the Provost.
- The PCC submits their individual comments to the Pre-Award Specialist. Information provided to the PI by the PCC members can be used to improve the grant proposal.
- The PI consults with OSP with budget preparation. The PI prepares the proposal according to the RFA or PA requirements and submits it to OSP for review. Proposals with established deadlines must be received by the Office of Sponsored Programs no later than fourteen (14) business days from the due date. Once the budget has been prepared, the OSP will forward to the Grant Accountant for review. Business and Finance will decide whether budget is sound and/or make recommendations for changes.
- The PI submits all grant application documents to the OSP. These documents might include CV, letters of support, bibliography, etc.
- Once the grant application is packaged, OSP attaches and signs the Request for Presidential Signature form, then attaches it to all the other documents and submits to the Office of the President. The Office of the President must receive the proposal no later than seven (7) business days from the due date.
- The president or his/her designee reviews the proposal. If he/she disapproves, the proposal is returned to the PI and the process is terminated.
- If he/she approves, he/she signs and keeps the Request for Presidential Signature form, then returns the proposal and other attachments to the OSP. All proposals submitted on behalf of the University are to be signed by the president or her designee. The president's signature will be obtained by the OSP.
- The OSP notifies the PI of final approval and submits the proposal to the potential sponsor.
- If the PI's proposal does not receive an award, the process is terminated. If a revision is requested, OSP, in consultation with the PI and sponsor, makes the appropriate revisions to the proposal and resubmits. If an award is made, the OSP receives the award letter.
- The OSP is responsible for forwarding copies of the award letter to the PI, the Grants

Accountant, and the Area Vice President.

Deadlines

It is the responsibility of the PI to know the deadlines for submission of the proposal and to allow adequate time for the institutional review process and for proposal preparation, printing, and mailing. Ten (10) working days are required for the routing and review process. This allows sufficient time for approval of a final draft, plus printing the required number of copies, packaging and mailing. Every effort will be made to expedite the local review process and help the PI obtain the necessary local approvals. Time to review is essential to the completion of a competitive proposal.

Other Policies and Procedures

Campus Property Policy

University property is not intended for personal use and, therefore, is not to be taken from campus for use at home, in business places, or in the community. If it is necessary to move University property to a non-campus location for instructional purposes when an employee is directly representing the University, the employee must secure written approval from the Provost. When the property is returned to campus, the employee must verify with the Provost that the property has been returned.

Drug-free Workplace

It shall be the policy of Saint Augustine's University to maintain a drug-free workplace for all of its employees and comply with the requirements of the Drug-Free Workplace Act of 1988.

Drug and Substance Policy

Covered Substances. This policy covers the following substances:

- Alcoholic beverages of any kind.
- Controlled or illegal drugs or substances, which include all forms of narcotics, hallucinogens, depressants, stimulants, and other drugs whose use, possession, or transfer is restricted or prohibited by law.
- Exceptions - drugs prescribed by a physician, dentist, or other person licensed to prescribe or dispense controlled substances or drugs used in accordance with their instructions are not subject to this policy. However, employees are prohibited from using substances, drugs, or medicines that cause drowsiness or other side effects that may impair an employee's capability to perform the job properly and safely. Each employee is obligated to inform that person's immediate Supervisor or Department Chairperson of the use of any such medications.

Use prohibited on University premise. The following activities are prohibited while an employee is on the University's premises or otherwise engaged in University business

- The manufacture, possession, use, sale, distribution, dispensation, receipt, or transportation of any controlled substance or illegal drug;
- The consumption of alcohol beverages;
- Being under the influence of alcohol or illegal substances during business hours;
- Performing duties while under the influence of alcohol or controlled and/or illegal substances whether on or off University premises.

Off-premise use. The following actions, even if not occurring on University premises or during working hours, are considered to endanger the University's reputation for honesty, integrity, and safety.

- Indictment or conviction for criminal offenses related to the manufacture, possession, use, sale, distribution, dispensation, receipt, or transportation of any controlled substances or illegal drugs.
- Any other actions involving alcohol or controlled or illegal substances that, in the opinion of the administration, endanger the University's reputation for honesty, integrity, and safety.

An employee who engages in these activities may be subject to disciplinary action, up to and including immediate dismissal. Employees who are convicted of controlled substance-related violations under state or federal law or who plead guilty or *nolo contendere* (i.e., no contest) to such charges must inform the University in writing within five days of the conviction or plea. Failure to do so will result in disciplinary action, including termination from employment.

Counseling and Rehabilitation

Any employee who wishes to receive information about counseling and rehabilitation may request the information from the Director of Human Resources.

Discrimination and Unlawful Harassment

The University complies with all applicable nondiscrimination and equal opportunity titles and sections of the Civil Rights Act of 1964, Education Amendments of 1972, Rehabilitation Act of 1973, Americans with Disabilities Act of 1990, the Age Discrimination in Employment Act of 1967, Equal Pay Act of 1963, the Vietnam Era Veterans Readjustment Assistance Act of 1974, and the Genetic Information Nondiscrimination Act of 2008. Members of the SAU community have the right to be free from gender-based discrimination and sexual misconduct of any nature, including sexual harassment, stalking, sexual exploitation, or sexual violence. All members of the SAU faculty and staff including contract and temporary employees, working at the University, whether on campus or working at a satellite location, are expected to conduct themselves in a professional and respectable manner that does not discriminate or infringe upon the rights of others.

In accordance with Title IX of the Education Amendments of 1972, Saint Augustine's University (SAU) does not discriminate on the basis of sex or gender in any of its programs or activities including, but not limited to, admissions, financial aid, academics, athletics, career services, counseling and medical services, and employment.

Sexual Misconduct

Sexual misconduct is defined as any act of a sexual nature perpetrated against an individual without their informed, and voluntary consent. Sexual Misconduct is a broad term used to encompass unwelcome, non-consensual sex or gender-based conduct or behavior of a sexual nature, and may be a violation of federal and state criminal and/or civil law. The following forms and behaviors are prohibited at SAU:

- Gender Discrimination
- Sexual Harassment
- Sexual Intimidation
- Sexual Assault
- Sexual Exploitation
- Relationship Violence (including dating and domestic violence)
- Stalking or Cyberstalking

The University takes all allegations of sexual misconduct seriously and is committed to providing clear direction, information and educational resources, support, and interim measures to SAU community members, to prevent and address such conduct. In accordance with federal law, the University is responsible for investigating and responding appropriately to all alleged violations of this policy regardless of how they are reported or whether a formal complaint is filed. Upon learning of any violations of this policy, the University must use its best efforts to

investigate all matters brought to the attention of the Title IX Coordinator or any other responsible employee. Appropriate steps will be taken to address substantiated policy violations to stop the discrimination, harassment, sexual misconduct, or retaliation, and prevent its recurrence. Please refer to the University's Sexual Misconduct Policy for guidance. Any questions should be directed to SAU's designated Title IX Coordinator.

Complaint Procedures

Any employee that feels they have been subjected to discrimination or unlawful harassment including sexual misconduct has a right to file a formal complaint. All complaints of discrimination or unlawful harassment will be investigated promptly. The University will make every effort to maintain a complainant's privacy and only share the details of a complaint or formal investigation with those individuals that have a need to know. Complaints of discrimination or unlawful harassment, including sexual misconduct should be directed to SAU's Director of Human Relations Compliance/Title IX Coordinator.

Corrective Action

When a complaint investigation results in a determination that discrimination or unlawful harassment has occurred, prompt and appropriate corrective action will be taken. Corrective action may include remedies granted to the complainant and disciplinary action imposed on the respondent. In determining appropriate corrective action, both the nature and the severity of the complaint will be assessed. Disciplinary action will be determined based on the issue or incident that precipitated the complaint.

Retaliation

Every member of the University Community has the right to file a complaint of discrimination or unlawful harassment without fear of retaliation. It is both unlawful, and a violation of University policy to retaliate against anyone who raises an allegation of discrimination or harassment, cooperates in an investigation, or opposes discriminatory practices. Retaliation may include intimidation, threats, coercion, or unfavorable employment actions. Any individual who engages in retaliation will be subject to prompt and appropriate disciplinary action. Any individual who feels that they have been subjected to retaliation should contact the University's Title IX Coordinator.

University Prohibition on Consensual Relationships and Fraternization

While a romantic, intimate or sexual relationship between two consenting employees is a personal matter, and in and of itself is not sexual misconduct, such an interaction may be disruptive and hinder a productive and friendly work environment. To help prevent even the appearance of improper conduct, favoritism, abuse of authority or sexual harassment it is the policy of the University that supervisors are strictly prohibited from becoming romantically, intimately, or sexually involved with any employee over whom they have authority. This restriction may extend to every supervisor within two levels above an employee, regardless of unit or department.

Romantic, intimate or sexual relationships between faculty and students are strictly prohibited at SAU, regardless of whether such a relationship may violate the law. Therefore, violations of this prohibition by any faculty member, will lead to disciplinary action. Please refer to SAU's Sexual Misconduct Policy for guidance.

Inclement Weather

In the event of hazardous weather (usually snow or ice), students and faculty are expected to observe normal schedules unless the University is closed or University officials issue an announcement about the abbreviated or change in schedule. When the President (or his designee) closes the University, there will be public announcements of the closing made with the cooperation of local radio and television stations.

POLICY ON INTELLECTUAL PROPERTY RIGHTS

General Statement of Purpose

Saint Augustine's University values its intellectual property rights and respects the intellectual property rights of others. This Policy is intended to maintain traditions that foster the free and open exchange of ideas and follows a basic tenet of the 1940 Statement of Principles on Academic Freedom and Tenure of the American Association of University Professors, "Institutions of higher education are conducted for the common good and not to further the interest of either the individual teacher or the institution as a whole. The common good depends on the free search for truth and its free expression."

Saint Augustine's University encourages faculty and staff to engage in innovative curriculum development, scholarly pursuits, and research. The purpose of Saint Augustine's University's Intellectual Property Policy is to define ownership of intellectual property rights and establish procedures for the application of the Policy. Nothing in this Policy shall constitute a waiver by the University of any Rights that the University has under any other University policy.

Works of authorship and artistic expressions protected by this policy include, without limitation, literary, musical, sculptural, dramatic, pictorial, design, scientific, and compositions that are computer readable, computer displayable, video- or sound-recorded. Saint Augustine's University retains all of its rights in (1) all works made for hire (defined below) and (2) other works and materials in which it has rights. Nothing in this Policy shall constitute a waiver by the University of any Rights that the University has under any other University policy.

This policy is effective September 1, 2013.

Works Subject To Copyright, Trademark, Patent and/or Trade Secret Protection

At the request of the University, a creator of any intellectual property including, without limitation, all copyrightable works, patentable ideas, protectable trade secrets and trademarks, which belongs in whole or in part to the University shall bring the existence of such intellectual property to the attention of the University. The creator shall not take any action inconsistent with the University's ownership of the intellectual property and shall execute and deliver whatever documents and other information or materials that the University or any governmental agency deems necessary to vest the University's rights, title and interest in the intellectual property.

Compliance

The University expects members of its community to abide by the requirements set forth in this Policy. Failure to comply with this Policy will constitute a violation of University rules and procedures and may result in discipline of an employee or student in accordance with applicable University policies and procedures.

Definitions

a. Definition of University

In this policy, "University" refers to Saint Augustine's University.

b. Definition of Creator

The individual or group of individuals who author, invent, compose, sculpt, paint, draw, program, photograph, or are directly responsible for the creation of any intellectual property as defined by intellectual property statutes shall be referred to in this policy as "creator."

c. Definition of Intellectual Property

"Intellectual Property" refers to materials that may be trademarked, patented, copyrighted and/or protected under North Carolina law as trade secrets. The intellectual property covered by this policy includes intellectual property created or conceived (1) by staff, faculty, and/or students of the University (a) working within the scope of their employment with the University, (b) in connection with a special project or (c) using significant University resources, and (2) by contractors creating intellectual property pursuant to an agreement with the University. Intellectual Property includes, without limitation, print media such as books and articles, plays, films, works of visual art, music, instructional materials, tests, research findings, organisms and other

biological materials, records of confidential material, bibliographies, syllabi, and theses. Intellectual Property may be in the form of computer programs, files (electronic and print), databases, graphics, video and audio recordings, film, slides, transparencies, live video or aural transmissions, and digital images.

i. Copyright

The Copyright Law of the United States protects original works of authorship that are fixed in a tangible medium of expression. Originality means that the work is an independent creation and has not been copied. A work is fixed in a tangible medium when it is sufficiently permanent or stable to permit it to be perceived, reproduced, or otherwise communicated for a period of more than transitory duration. Categories of copyrightable works include literary works; musical works including accompanying lyrics; dramatic works including accompanying music; pantomimes and choreographic works; pictorial, graphic, and sculptural works; motion pictures and other audio-visual works; sound recordings; and architectural works. Copyright protection does not extend to ideas, procedures, processes or other useful articles, although the original manners in which such ideas are expressed are protectable. The Copyright Act grants the copyright owner five exclusive rights: (1) to reproduce the work; (2) to make derivative works based on the work; (3) to distribute copies to the public; (4) to perform the work publicly; and (5) to display the work publicly. These rights may be licensed separately or bundled together by the copyright owner. In addition, the author of a work of visual art has additional rights, including, without limitation, attribution and the right to prevent the use of his or her name as the author of (a) any work of visual art which he or she did not create or (b) in the event of a distortion, mutilation, or other modification of the work which would be prejudicial to his or her honor or reputation; and to prevent any intentional distortion, mutilation, or other modification of that work or to prevent any destruction of a work of recognized stature, and any intentional or grossly negligent destruction of that work is a violation of that right. Copyright ownership in a work is separate from ownership of the tangible object in which the work is contained or otherwise expressed. Copyright ownership initially vests in the creator of the work. The exceptions to this rule are when the work is a work-for-hire or a commissioned work.

ii. Patent

The term “Patent” refers to that bundle of rights that protect (1) inventions or discoveries that constitute any new and useful process, machine, manufacture, or composition of matter, or any new and useful improvement thereof; (2) new and ornamental designs for any useful article and plant patents for asexual reproduction of a distinct variety of plant, including cultivated sprouts, mutants, hybrids, and seedlings, other than a tuber propagated plant or plant found in an uncultivated state.

iii. Trade Secrets

In North Carolina, a “Trade Secret” is business or technical information, including but not limited to a formula, pattern, program, device, compilation of information, method, technique, or process that (a) derives independent actual or potential commercial value from not being generally known or readily ascertainable through independent development or reverse engineering by persons who can obtain economic value from its disclosure or use, and (b) is the subject of efforts that are reasonable under the circumstances to maintain its secrecy.

iv. Computer Programs

Computer programs that are part of a new and useful process may be eligible for patent protection. Programs embodying minimally original expression may be eligible for copyright protection. Computer programs containing material that is not generally known by the applicable industry, that is the subject of reasonable measures to keep it secret and which has a commercial value from not being generally known, may be protected as a trade secret.

v. Duration of Copyrights, Patents, Trade Secrets and Trademarks

The duration of a copyright (for works created and published after January 1, 1978) is the life of the author plus seventy years. For works made for hire, the duration is 95 years from first publication or 120 years from creation, whichever is shorter. Copyright protection under the Copyright Act attaches as soon as a work is fixed in a

tangible medium of expression. There is no need to place a notice on copies or apply to the Copyright Office for registration of an article, but there are benefits in doing so. The duration of a patent is 20 years from the date of the filing of the patent. Actual patent protection begins when the patent issues from the Patent and Trademark Office. Information can be protected as a trade secret for as long as it remains secret. Trademark rights are enforceable as long as the trademark is in use.

d. Definition of Works-for-Hire

“Works made for hire” are works that are prepared by an employee within the scope of her or his employment at the University. Works made for hire also include certain kinds of specially commissioned works including, without limitation, contributions to a collective work, as a part of a motion picture or other audiovisual work, as a translation, as a supplementary work, as a compilation, as an instructional text, as a test, as answer material for a test, if there is a written agreement between the creator and the University stating that the work is considered a work-for-hire. Work-for-hire means that the University is considered the author of the work.

e. Definition of Commissioned Works

Works of authorship are considered commissioned by the University if their creation is specifically directed by the University. A “Commissioned Work” is one sponsored or co-sponsored by the University where the creator has explicitly agreed in writing to assign whole or part ownership of the work to the University, or the University and any co-sponsor.

f. Definition of Sponsored Research

“Sponsored research” refers to intellectual property created as a result of work conducted under an agreement between an external sponsor and the University that specifies the ownership of such intellectual property shall be owned as specified in said agreement.

g. Definition of Income

“Income” refers to the gross monetary payments that result from the creation of a copyrightable or patentable intellectual property. Tuition and other student fees are explicitly excluded from this policy.

h. Definition of Significant Use of University Facilities

“Significant use of University facilities” refers to extensive unreimbursed use of major University laboratory, studio or computational resources, or human resources in connection with the creation of the intellectual property. Incidental use of a facility does not constitute significant use of University Facilities. Extensive use of a facility commonly available to all employees and students such as the library and offices does not in and of itself constitute significant use of University facilities. Use is considered “extensive” and facilities will be considered “significant” if use of similar facilities would cost the creator more than \$5,000 in the public market.

i. Definition of Significant Use of University Funds

“Significant Use of University Funds” refers to funds provided by the University in excess of \$5,000 used to develop particular intellectual property. A reasonable cost will be assigned by the University to those resources for which a cost figure is not available, such as a portion of a salary, support staff compensation, and other equipment and resources dedicated to the creator’s efforts. Resources such as libraries that are available to all employees shall not be included in this assessment of costs. The calculation of “Significant Use of University Funds” will be made based on the facts and circumstances of each case.

j. Definition of Instructional Materials

“Instructional materials” are defined as works, other than institutional works, the primary use of which is for the instruction of students.

k. Definition of Course Content

“Course content” refers to the expression of the intellectual content of the course as taught at or through the University.

l. Definition of Courseware

“Courseware” refers to tools and technologies used to present course content including, but not limited to, systems of electronic delivery, recordings, and videotapes. Courseware is independent of the content expressed.

m. Definition of Students

“Students” are all persons enrolled in at least one course at the University and who are acting within the scope of their academic work, including but not limited to, undergraduate, consortium, teacher- licensure only, and non-degree seeking special students. Employment by the University shall not abridge students’ rights relating to their academic activities except as may be stipulated in this Policy.

n. Definition of Faculty

“Faculty” refers to members of the University’s faculty organization as defined in the *Saint Augustine’s University Faculty Handbook*, including but not limited to personnel with full-time and part-time faculty appointments. Staff members who teach credit courses shall be considered faculty in the course of their teaching responsibilities.

o. Definition of Staff

“Staff” refers to any employee of the University other than students and faculty. A student who is also a part-time University employee is bound by this policy for any activity related to employment.

p. Definition of Employee

“Employee” refers to a person compensated for work by the University, including faculty members, staff members, and student workers.

Determination of Ownership a.

Administrative Activity

The Intellectual Property Council (IPC) is responsible for the implementation and administration of this Policy on Intellectual Property. The IPC, in consultation with appropriate bodies, will develop amendments and modifications to this Policy. The IPC will determine issues related to the ownership and use of intellectual property as set forth in this Policy.

One of the roles of the IPC is to (1) determine whether to seek formal intellectual property protection on behalf of the University, and (2) determine whether the intellectual property in which the University holds an interest is marketable. In instances in which the IPC determines intellectual property in which the University holds an interest is marketable, it is the role of the IPC to take the appropriate steps on behalf of the University to market and/or license the intellectual property, including transferring some or all of the University’s rights to another entity established to manage intellectual property on behalf of the University. The IPC, in consultation with appropriate bodies, shall (1) distribute revenues received as a result of the implementation of this Policy as appropriate; (2) advise the Creator in writing whenever the University does not claim ownership of an interest in an intellectual property of which the Creator has notified the University; and (3) interpret the Policy including, but not limited to, the determination of ownership on intellectual property.

Another of the roles of the IPC is to assist in making determinations concerning the necessity of obtaining permissions or licenses from the owner of intellectual property being used by a member of the University community. It is the responsibility of all University employees and students to ensure that the necessary permissions or licenses have been obtained before using the intellectual property of others in any way that might infringe their rights. In instances in which it is not clear to University faculty, staff or student whether the use they propose to make of intellectual property that belongs to another is permissible as a “fair use” or otherwise, it is the responsibility of that member of

the University community to consult about the matter with the IPC. Just as the University's computers or other electronic equipment MUST NOT be used for downloading or distributing material (i.e., movies, music, software, books, etc.) in violation of copyright or other laws, infringement of other rights in other ways is a violation of the Policy and doing so can lead to disciplinary action up to and including termination of employment.

b. Composition of Intellectual Property

The IPC shall include the Provost, Associate Provost for Institutional Effectiveness, Vice President for Institutional Advancement and Development and the Chief Information Officer. The Provost shall serve as the convener and chair of the IPC.

c. Works-For-Hire

The University owns all intellectual property that is a work-for-hire. All works created outside and unrelated to the scope of an employee's position shall be owned by the employee exclusively.

d. Significant Use of University Resources

Ownership of intellectual property created with the significant use of University facilities, but which is not a work made for hire, specially commissioned work or which does not directly arise from an externally sponsored work, or from work for which the University has declared itself as sponsor, shall be determined as set forth in this Policy.

e. Sponsored Research and External Funding

Ownership of intellectual property resulting from research sponsored in whole or in part by a federal agency will be treated in accordance with federal law, including The Digital Millennium Copyright Act of 1998, Public Law 96-517, and the Bayh-Dole Act (1980) and appropriate amendments, wherein the federal agency is granted a non-exclusive, nontransferable royalty-free license to any patent generated by the research, provided that the University advises the agency in a timely manner of the intent to elect title to the invention and seek patent protection. The inventor must disclose any potential patentable invention to the University. In accordance with the Bayh-Dole Act, the University will own the invention. Therefore, the inventor will be required to sign the appropriate legal assignment documents upon request by University officials. Ownership of intellectual property resulting from research that is funded wholly or in part by an industrial partner, philanthropic organizations including non-governmental agencies, or by an individual will be determined in advance by a written sponsored research agreement between the University and the funding source. If the University declares itself to be a sponsor but does not declare itself to be the owner of the intellectual property, ownership will be determined according to the following guidelines.

Ownership of intellectual property created with substantial use of University facilities and directly arising from work sponsored under an agreement between an external sponsor and the University, or from work for which the University has declared itself a sponsor, but for which neither the external sponsor nor the University have specified the ownership of resulting intellectual property shall be determined as set forth hereinafter depending on whether the creator or the University develops said property.

f. Commissioned Works

Intellectual property ownership of all commissioned works remains with the University unless the University and the Creator stipulate in writing to share ownership. Conditions of the shared ownership shall be placed in writing and agreed upon by all appropriate parties.

g. Teaching Materials

i. Traditional Courses

Intellectual property created solely for the purpose of satisfying a course requirement is owned by the Creator and not the University unless the Creator assigns ownership to the University in writing or the assignment of such ownership rights to the University is made a condition for participation in a course. Notwithstanding the foregoing, the University shall have a royalty-free, irrevocable, non-exclusive, non-transferable, fully paid-up license to reproduce such work in copies, to distribute copies of such work, to create derivative works from the work and to

display or perform the work publicly. A faculty member has the right to use all expressions of course content and courseware he or she develops or creates in the normal course of teaching or researching at the University. This includes the right to make changes to the works and the right to distribute such works to Saint Augustine's University students, faculty, and other University personnel for teaching, research, and other non-commercial University purposes.

The University is the owner of intellectual property created in a course pursuant to sponsored research or other contractual arrangements with external parties. Issues related to ownership will be determined in accordance with the terms of the University's agreement with the external party, this Policy and applicable law. In instances in which teaching materials are not owned by the University, the owner will grant the University a royalty-free, irrevocable, non-exclusive, non-transferable, fully paid-up license to reproduce such works in copies, to distribute copies of such work, to create derivative works from such works and to display or perform such works publicly so as to permit other contributors to the course materials to continue to use those jointly produced teaching materials in University courses, among other possible uses.

A faculty member, staff member, or student may not use the University name, trademarks, or any source designations, in the distribution of materials, traditional or electronic, without the prior written permission of the IPC except as may be implied through use of a pre-existing University owned formats.

ii. On-Line Courses

Ownership of digitalized course materials remains with the University. Faculty, staff, and students shall not license, sell or grant third parties a right to use online course materials that they have created but which is owned by the University. Faculty, staff, and students shall not license, sell or grant third parties a right to use online course materials that they own that resides on or uses University technology, that includes the name of the University, any University trademarks, service marks, or symbols or any intellectual property of any kind that is owned by the University or a University agent without the prior written approval of the Provost or his/her designee.

iii. Computer Software

If a Significant Use of University Funds or a Significant Use of University Facilities is involved in the creation of software, or the software is a work made for hire or specially commissioned work and such software is copyrightable, patentable and/or protectable as a trade secret, the University will require the Creator to transfer any intellectual property rights he or she may have to the University.

h. Works That Use the University's Name

Use of the University's name, trademark or other identifying symbols in connection with a work, other than identification of the creator as a faculty member, staff member, or student at Saint Augustine's University, is a significant University resource. The University has an interest in such resources and retains the right to approve or disapprove use of its name on any work. Faculty, staff and students may not use the University's name or other identifying symbols in the creation or use of works that might in any way suggest University sponsorship or endorsement where there is none. Any use of the University's name, trademarks or other identifying symbol in connection with a work created by a faculty member, staff member, or student must be approved in advance in writing by the IPC.

i. Outside Consulting

Consulting for organizations outside the University is encouraged and may be performed by University employees pursuant to applicable University policies. If the employee's obligations under this Policy conflict with the employee's obligations to the consulting entity, the obligations under this Policy take precedence. No use of significant University resources, financial support, or other University employee(s) may be made in the course of outside consulting activities unless prior written approval is granted by the IPC. All consulting must conform to University policies on outside activities and the use of the University's name, trademarks or other identifying symbols. If a creator does not make any use of University resources in the course of her or his outside activities

and complies with other applicable University policies, the University will not assert rights of ownership of intellectual property resulting from such activities.

j. Students

The University retains copyright ownership and patent ownership in works created by students when the works are created (1) within the scope of an employment relationship with the University or jointly with one of its employees, (2) the result of significant use of University facilities or funds, or (3) created for use and distribution by the University, such as the Inside Out, Art and Literary Magazine. Intellectual property produced by students as part of their coursework, theses, and research, other than funded research for which the University has obligations to others, is owned by the students, provided that the student grants the University a royalty-free, irrevocable, non-exclusive, non-transferable, fully paid-up license to reproduce such works in copies, to distribute copies of such work, to create derivative works from such works and to display or perform such works publicly. Students who are working on a project governed by a contract or agreement to which the University is a party will be bound by the terms of the contract or agreement. Students who are hired to perform specific tasks that contribute to a copyrightable work or patentable subject matter will ordinarily have no rights to ownership of that work, regardless of the source of funds from which they are paid.

The party owning the intellectual property will own the intellectual property rights in the portion of the intellectual property contributed by the student. Student works created jointly with faculty and/or staff may be granted the same rights and obligations of ownership as any other University employee working on a project. Students and employees should establish these rights at the outset of their collaboration.

Rights of Ownership

a. Placing Intellectual Property in the Public Realm

Creators wishing to place intellectual property in the public domain are responsible for ascertaining that the rights they seek to dedicate to the public domain are not owned in whole or in part by the University or any other party or is not otherwise limited by any external agreement, University sponsorship arrangement, or terms of employment. The IPC will provide such a determination in writing upon request by the creator. It is the creator's responsibility to ensure that disclosure does not include intellectual property owned by others. To facilitate the transfer of intellectual property to the public domain, the creator shall provide the University with a complete description of the articles and documentation of the intellectual property to be placed in the public domain, specifically including a copy of the property in the case of printed materials, and complete machine-readable code in the case of software.

The University will provide any member of the general public copies of such material on a cost-recovery basis. If a creator of a work whose copyright is owned by the University, including a creator of a commissioned work or a work made for hire, requests to make a work freely available to the public through non-commercial licensing or other means, the University, subject to the terms of any applicable agreements with third parties under which the work was created, may accommodate such wishes as long as the University determines that the benefits to the public of making such works freely available outweigh any advantages that might be derived from commercialization by the University or its licensees.

b. Preserving Rights for the University

Creators may not assign, or license rights in, intellectual property that belongs to the University to third parties. The University may acquire ownership or use of intellectual property by assignment, license, gift, bequest, or any other legal means. If the University decides to seek protection of intellectual property, it shall proceed either through its own efforts or those of a private firm or attorney to obtain the protection and/or to manage the intellectual property in the case of a commercialized work. Where a creator assigns intellectual property to the University, the University shall receive at least a share of all proceeds from commercialization of an intellectual property after the creator has recovered documented costs for obtaining legal protection for the intellectual property. On behalf of the University, the IPC shall negotiate with the creator to reach a mutually agreeable distribution of the proceeds in the case of a commercialized work. This agreement shall be placed in writing and submitted to the President of the

University. The University shall administer such intellectual property in accordance with this policy unless otherwise required by the terms of the acquisition.

c. Release to the Creator

The University shall negotiate promptly, upon written request by the Creator, the transfer to the Creator of the University's interest in any intellectual property that it has chosen not to protect or commercialize, subject to any legal obligation to offer its interest to a sponsor, licensee, or other institution with rights to the intellectual property before it can agree to negotiate the transfer of the University's interest in an intellectual property to the Creator. In the sole discretion of the IPC, the University may retain a royalty-free, irrevocable, non-exclusive, non-transferable, fully paid-up license to use the intellectual property for non-commercial research and teaching within the University.

d. Joint Ownership

The University and the creator may negotiate for joint ownership of intellectual property including the distribution of income at the time of disclosure.

e. Income Distribution

Unless otherwise agreed upon in writing by the creator and the University, income, including, but not limited to, royalties, residuals, and licensable revenues, from any intellectual property, shall be distributed as following:

- (1) In cases of commissioned works or works-for-hire: 10% of income to creator 90% to the University.
- (2) In the case of intellectual property where the creation is sponsored in part or in full by a University grant or other direct support such as the significant use of University facilities or significant use of University funds:

For Faculty: Initial \$5,000 to creator; after \$5,000, balance to the University in the amount to cover the original grant or grants, or the University's calculation of net financial value of significant financial resources and /or significant facility resources. After \$5,000 and payment to University to cover costs noted above, 70% to the creator, and 30% to establish and maintain a summer development fund.

For Staff: Initial \$5,000 to creator; after \$5,000, balance to the University in the amount to cover the original grant or grants, or the University's calculation of net financial value of significant financial resources and /or significant facility resources. After \$5,000 and payment to University to cover costs noted above, 70% to the creator, and 30% to establish and maintain a staff development fund.

For Students: Initial \$5,000 to creator; after \$5,000, balance to the University in the amount to cover the original grant or grants, or the University's calculation of net financial value of significant financial resources and /or significant facility resources. After \$5,000 and payment to University to cover costs noted above, 70% to the creator, and 30% to be distributed to establish and maintain a student research development fund.

- (3) In the case of intellectual property where the creation is sponsored by an outside source and where the Policy does not infringe on prior agreements among the creator, the grantor, and the university:

For Faculty: Initial \$5,000 to the creator; after \$5,000, 70% to the creator, and 30% to be equally distributed among the Faculty Development Fund and the Summer Development Fund.

For Staff: Initial \$5,000 to the creator; after \$5,000, 70% to the creator, and 30% to establish and maintain a staff development fund.

For Students: Initial \$5,000 to the creator; after \$5,000, 70% to the creator, and 30% to establish and maintain a student research development fund.

f. Other Intellectual Property

If the University receives income from intellectual property disclosed to and licensed to the University, it may be reasonable to share some portion of the net income with the creator in the form of a bonus, professional development grant, research grant, or other temporary salary supplement. Any such distribution will be made at the discretion of the IPC in consultation with the creator and other appropriate bodies.

g. Right to Publish

Nothing in this policy shall be construed as affecting the rights of a creator to publish, except that the creator must agree to observe a brief period of delay in publication or external dissemination if the University so requests as necessary to permit the University to secure appropriate protections for intellectual property disclosed to it by the creator.

h. Pre-existing Rights

If the intellectual property is a derivative of a regular academic work product or a course requirement, or otherwise uses pre-existing employee or student owned intellectual property, the employee or student retains all pre-existing rights. If the intellectual property is a derivative of a regular academic work product or a course requirement, or otherwise uses preexisting University-owned intellectual property, the University retains its pre-existing rights.

i. Use of Copyrighted Material

The University is committed to complying with all applicable laws regarding copyright as codified at Title 17, United States Code, and Sect. 101 et seq. As an institution devoted to the creation, discovery and dissemination of knowledge, the University supports the responsible, good faith exercise of full fair use rights as codified in law. All faculty, staff, and students are responsible for complying with University guidelines regarding the fair use of copyrighted materials. Faculty, staff, and students shall not exercise any rights under copyright law in works owned by others unless they have prior written permission of the copyright holder, the work is in the public domain, or the use of the work qualifies as fair use under copyright law.

For clarification and application of the University's policy on use of copyrighted material, please see *Saint Augustine's University Copyright and Fair Use Guidelines*.

j. Infringement

Determination of whether a specific use of copyrighted work constitutes copyright infringement will be made by the appropriate University agency. Students are subject to the terms of the Academic Honor Code and the Student Conduct Code. The IPC, in consultation with appropriate others, will determine whether infringement has occurred in the case where faculty and/or staff are involved. The IPC will attempt to achieve remedy, resolution, or legal action.

Procedures

a. Implementation of Policy

The IPC has the authority and responsibility for implementation, coordination, and general administration of this Policy. Subject to other provisions of this Policy and applicable law, the IPC may enter into agreements with creators with respect to ownership, licensure, and disposition of intellectual property, disposition of income, resolution of disputes, and all other matters related to intellectual property in which the University has an interest under this Policy except in cases of dispute appeals. The IPC has the authority to seek protection under copyright, trademark, and/or patent laws, and enforce, defend, manage, and take any action relevant to the University intellectual property rights necessary for the proper administration of this policy. The IPC is the initial point of contact for intellectual property issues at the University.

b. Disclosure

Creators shall disclose promptly to the University any applicable intellectual property in which the University may have an ownership interest. Disclosure shall be made on an Intellectual Property Disclosure Form to the IPC, with copies to the employee's immediate supervisor and area Vice President. Premature or inappropriate disclosures may defeat legal protection of intellectual property. The University and the creator will collaborate to facilitate scholarly disclosures and the acquisition of appropriate intellectual property protection.

c. Agreements

All agreements for release to a creator of a work shall include provisions that (1) the University will have a non-transferable, royalty-free license to use the work for the University's own educational or research use, and (2) if commercialization of the work generates income.

d. Assignments to the University

All assignments must be in writing and conform to the requirements of this Policy. Creators of intellectual property shall assist as reasonably possible in the execution of appropriate assignments and other documents required to set forth effectively the ownership of, and rights to, applicable intellectual property. The University may, at its sole discretion, assign its rights in a work and permit the creator to assign or license intellectual property. The University may not withhold consent for assignment or licensing unreasonably.

e. Copyright Agreement

This Intellectual Property Policy constitutes an understanding that is binding on the University and on its faculty, staff, and students and others covered as conditions of their participating in University educational programs and research or their use of University facilities or resources.

f. Creator's Obligations Regarding Copyrights

Creators of applicable intellectual property shall assist as reasonably necessary for the University to obtain statutory protection for the intellectual property and to perform all obligations to which it may be subject concerning the intellectual property, including executing appropriate assignments and other documents required to set forth effectively the ownership of and the rights to applicable intellectual property. The creator retains responsibility for stewardship of her or his intellectual property. The creator has the right to be identified, or to refuse to be identified, as the creator by the University and by subsequent licensees and assignees, except as may be required by law. The creator retains the rights to pursue related research and creative activities, determine methodologies, draw conclusions, disseminate information, and develop related intellectual property, including derivative works, except to the extent that the creator has voluntarily entered into contractual arrangements or is required by legal or professional considerations to do otherwise.

g. Release to Creator

Subject to the terms of any applicable agreements with third parties under which the work was created, and this Policy, the University will consider a request by the creator to transfer copyright ownership in the work to the creator, subject to an irrevocable royalty-free license to the University to use the work for its own non-commercial purposes. Such a request must be approved by the IPC and will be conditioned upon reimbursement to the University by the creator for expenses the University has incurred in connection with the work. The University will act as expeditiously as possible in considering such requests by creators.

h. Dispute Resolution

Questions of interpretation or claim arising out of or relating to this Policy, or dispute as to ownership rights of intellectual property under this Policy, will be settled through the following procedures:

i. Informal Means

Parties must attempt to resolve any issue or disagreement through all possible informal means available before proceeding to formal mechanisms of resolution.

ii. Formal Means

If, after all informal means of dispute resolution have been undertaken and the aggrieved party is not satisfied with the outcome, the aggrieved party shall submit a letter setting forth the issue to be resolved to the President of the University who shall convene an Intellectual Property Adjudication Committee. The Committee will review the matter and advise the parties of its decision by written communication within 30 days of the submission of the letter.

iii. Composition of Committee

The Intellectual Property Adjudication Committee will consist of the Chair of the Academic Policies Committee, the Assistant Provost, the Chief Information Officer and two members of the University staff to be appointed by the President. The Chair of the Committee shall be the Chair of the Academic Policies Committee.

i. Special Cases

In cases that are not specifically covered by this policy, the IPC, in consultation with appropriate bodies, may make decisions on how to proceed and then report those decisions to the President. All such decisions will then be reviewed by the IPC and may result in possible modifications to the Policy. In the event of exceptional circumstances, deviations from this Policy require the written consent of the IPC.

j. Annual Report

The IPC shall submit a written report annually to the President on intellectual property activity at the University. The report shall include data for the preceding year on disclosures, copyright applications, copyrights granted, patent applications, patent awards, license revenue, and expenditures related to intellectual property.

Notification

The University shall inform all persons subject to this Policy of its terms and subsequent modifications as soon as possible after its adoption and at regular intervals thereafter. This policy is maintained by the IPC.

ADDITIONAL POLICIES AND PROCEDURES Official Travel

A Request for Authorization to Travel (RAT) form must be completed and submitted giving information as to place, mode of travel, date of meeting, and if applicable, other expenses. The RAT must be signed by the individual and approved by the Provost after which it is to be presented to the Business Office for a check to be drawn to travel. A travel expense report with original receipts for expenses is required within a period of 48 hours after the trip is completed. At this time, it is expected that any refund due be turned into the Business Office. Any travel advance not reported within thirty (30) days is subject to be deducted from the monthly salary. Travel expense for professional meetings is limited to \$30.00 per diem and the cheapest mode of travel (auto, train or airplane). Auto travel is reimbursed at the rate of forty (\$.40) per mile for official mileage. Requests for use of the University van should be made on forms furnished by the Office of Shipping and Receiving at least one week in advance.

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Requests for use of the University van should be made on forms furnished by the Office of Shipping and Receiving at least one week in advance.

Inventories

It is essential that supplies, equipment, and other properties of the University be completely accounted for at all times. It is the responsibility of each Department Chairperson having such equipment in his/her charge to maintain an accurate inventory and to submit a copy to the Business Office.

Supplies and Services

Each School Dean and Department Chairperson is responsible for keeping within the limits of his/her budget for supplies, equipment, and other budgeted items. The Business Office will provide a monthly statement of expenditures for each School Dean and Department Chairperson. Also the purchasing agent will give each Department Chairperson and School Dean a list price of various office supply items contained in the University bookstore. Each School Dean and Department Chairperson should requisition in advance enough supplies to last for approximately one month. When such supplies are requisitioned the list price should be given on the requisition form, and the total price of all items should be subtracted from the available balance. Thus each requisition sent to the Purchasing Department should show, in addition to the signature of the Department Chairperson, the available balance in the budget.

Requisitions for office supplies should be countersigned by the School Dean or Department Chairperson and the purchasing agent. Requisitions for instructional materials requiring a purchase order should be countersigned by the Department Chairperson or School Dean, the Provost and the Purchasing Agent. Requisitions for items requiring a purchase order should be countersigned by the Department Chairperson or School Dean, the Provost and the Purchasing Agent. Requisitions for equipment must be approved by the Provost and should be on a separate requisition.

Nepotism

No person shall be recommended for appointment or transferred to a position on the faculty that would be included in the following circumstances:

- Faculty members may not be employed in positions that are within the direct scope of supervision of a member of his/her family, or in the same organizational line of authority of a member of his/her family
- This regulation shall apply to the following degrees of relationships
 - By blood: parent, child, adopted child, grandparent, grandchild, brother, sister, uncle, aunt
 - By marriage: husband, wife, stepparent, stepchild, brother-in-law, sister-in-law, father-in-law, mother-in-law, son-in-law, daughter-in-law

If marriage of a faculty member would create a family relationship resulting in employment circumstances as listed

above, it will be necessary for one of the persons so affected to give up his/her position by the end of the fiscal year. However, the person may be transferred or re-employed elsewhere at the University subject to the aforementioned provisions.

This regulation shall not affect the status of any faculty member employed prior to the effective date of this policy. Persons employed on a temporary basis or on an "on call" basis (either full-time or part-time) shall not be considered as employed on an appointment basis for purposes of being embraced by the provisions of this policy.

Student employment on a part-time basis shall not be interpreted as employment for purposes of this regulation, except that a supervisor shall not give employment to a member of his/her immediate family.

Payroll Information

Faculty members must execute forms in the Office of Human Resources giving tax information, social security number and other confidential data for payroll processing. This should be completed as soon as one reports to the campus.

Insurance and Retirement

The University pays a portion of the health premium. You may check in the Office of Human Resources on the amount required for individual coverage contribution.

TIAA-CREF or AXA Equitable (403-B Retirement Plans) are available to all employees of the University. Additionally, the University participates in other pension annuities. Information regarding these plans and the University and individual contribution may be obtained from the Office of Human Resources.

Disability, Income Protection, Life and Accident Insurance may be taken, at option, through payroll deduction on a group basis. Contact the Office of Human Resources for additional information.

All Benefits may change periodically; therefore, it is the faculty member's responsibility to confirm specific details with the Office of Human Resources.

Mail Service

All mail directed to the University is handled through the University Post Office, located on the first floor of the Martin Luther King, Jr., Student Union Building.

University Bookstore

The University Bookstore is located on the first floor of the Martin Luther King, Jr. Student Union Building where textbooks and office supplies *for personal* use may be purchased.

All Departmental requisitions for office supplies are filled through the bookstore after proper approval. Textbook orders are completed via an on-line process with MBS.

The cooperation of the faculty is expected to see that each student has the required textbooks.

Payroll Stubs

Payroll Stubs are available on-line via ADP. You should review and retain a copy of your stub for your records. Any questions on apparent errors should be reported to the Office of Human Resources before cashing the check.

Keys to University Facilities

Keys to University facilities are provided to authorized persons. Keys should be requisitioned and charged to a specific budget item. It is expected that each person receiving keys will accept the responsibility for both their safekeeping and the property involved.

Keys should never be duplicated by individuals. Lost or found keys should be reported immediately and after a reasonable time has elapsed, the Office of Physical Plant will either have a duplicate made or change the tumbler and provide new keys. At the close of the school year each faculty and staff member must return all keys to the Director of Physical Plant.

Chapter Eight - Forms

Faculty may access a number of forms on the University shared (S) drive in the designated area (S-drive, Provost Forms 2015);

- Absent from Class-Excused from Events
- Administrative Withdrawal
- Application for Independent Study
- Approval for External Employment
- Book Order Form
- Course Withdrawal
- Faculty Course Load Form
- Faculty Overload
- Faculty Request for Academic Leave
- Faculty Roster
- Incomplete Grade Form
- Students in Class, Not on Roster
- Waiver-Substitution Form

APPENDICES

Appendix B

Division of Academic Affairs
Saint Augustine's University

FACULTY REQUEST TO BE ABSENT FROM
CLASS

This form should be submitted to the **Office of the Provost** at least five (5) days before the actual absence is to take place.

NAME:

DATE:

I hereby request permission to be absent from the following classes on the dates(s) listed:

Name of Class(es)

Dates to be Absent

The purpose of my absence is:

Arrangements for my class are as follows:

FACULTY MEMBER

DATE

DEPARTMENT CHAIR

DATE

APPROVAL ____ Yes ____ No

SCHOOL DEAN

DATE

APPROVAL ____ Yes ____ No

PROVOST

DATE

APPROVAL ____ Yes ____ No

Appendix C

SAINT AUGUSTINE'S UNIVERSITY
RALEIGH, NC 27610

OFFICE OF THE PROVOST AND VICE PRESIDENT FOR ACADEMIC
AFFAIRS REQUEST FOR EXCUSE FROM FORMAL UNIVERSITY EVENTS

Date: _____

I hereby request to be excused from:

- _____ Commencement
- _____ Faculty & Staff Development Institute
- _____ Faculty Meeting
- _____ Fall Convocation
- _____ Founders' Day Convocation
- _____ Honors Convocation

The reason for this request is stated below:

_____ FACULTY MEMBER	_____ DATE	
_____ DEPARTMENT CHAIR	_____ DATE	APPROVAL ____ Yes ____ No
_____ SCHOOL DEAN	_____ DATE	APPROVAL ____ Yes ____ No
_____ PROVOST	_____ DATE	APPROVAL ____ Yes ____ No

Appendix D

Academic Affairs Administrators and Leadership

ACADEMIC AFFAIRS

<i>Dr. Josiah J. Sampson, III</i> Provost & Vice President of Academic Affairs	Benson, 203A	x4608
<i>Dr. Orlando E. Hankins</i> Associate Provost	Benson, 200	x4860
<i>Dr. Laverne Weldon</i> Director of Accreditation & Compliance	Benson, 207	x4137
<i>MAJ Christine Harris</i> Division of Military Science	Tuttle, 100	x4558
<i>Ms. Valerie Evans</i> Office of Educational Technology	Cheshire, 100	x4051
<i>Dr. Tiwanne Nevels</i> Director – Library Services	Robinson, 202	x4150

SCHOOL DEANS/DEPARTMENT CHAIR

School of Arts and Communications

<i>Dr. Kaye C. Evans</i> – Dean Interim Chair – Department of Visual and Performing Arts	Cheshire, 120	x4046
<i>Mr. Dan Holly</i> – Chair, Department of Media Communications	Jones, 327	x4981

School of Business, Management, and Technology

<i>Dr. Van B. Sapp</i> – Dean Chair, Department of Business Administration Chair, Department of Organizational Management Chair, Department of Sport Management	Cheshire, 107	x4354
<i>Dr. Sheria Rowe</i> – Assistant Dean, Chair – Department of Computer Information Systems	Cheshire, 120	x4046

School of Education and Psychology

<i>Dr. Josiah J. Sampson, III</i> – Interim Dean	Benson, 203A	x4608
<i>Mrs. E. Nicole Lee</i> – Interim Chair, Department of Elementary Education	Boyer, 200-D	x4484

School of General Studies and Honors College

<i>Dr. Kengie Bass</i> – Dean, Dean – Honors College	Jones, 200	x4160
<i>Dr. Bernard Luscan</i> – Chair, Department of General Education	Boyer, 016	x4109
<i>Rev. Hershey Stephens</i> – University Chaplain Chair, Department of Religious Studies	Hunter, 207	x4241
<i>Mrs. Lena Wang-Anthony</i> – Interim Chair, Department of International Programs	Boyer, 206	x4606

School of Graduate, Professional, and Extended Studies

<i>Dr. Wanda Coneal</i> – Dean	Boyer, 200-F	x4116
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School of Humanities and Social Sciences

<i>Mr. James Lyons II</i> – Dean Interim Chair - Department of Social Sciences Chair - Department of Criminal Justice	Boyer, 103D	x4373
<i>Mr. Lamont Sparrow</i> – Interim Chair, Department of English	Boyer 304, C	x4419

School of Sciences, Mathematics, and Public Health

<i>Dr. Mark A. Melton</i> – Dean	Penick, 112	x4029
<i>Dr. Tyrell Carr</i> – Chair, Department of Biological and Physical Sciences	Penick, 207	x4309
<i>Mr. Aliou Wurie</i> – Chair, Department of Mathematics	Penick, 116	x4463
<i>Dr. Kelcy Walker Pope</i> – Chair, Department of x4631 Public Health/Exercise Science	Penick, 200	

Appendix E

Saint Augustine's University Standing Committees (Faculty Handbook)

Academic Policies Committee

Academic Program Review Committee

Committee on Athletics

Curriculum Council

Enrollment Management Council

Faculty Promotion and Tenure

Faculty Assembly

General Education Committee

Institutional Assessment Committee

Institutional Review Board

Library Advisory Committee

Teacher Education Committee

Committee on the Instructional Program/Academic and Administrative
Leadership Team (AALT)

Additional Committees

1. Graduate Studies/Online Learning Committee
2. Reading and Writing Program Committee

Appendix F

SCHEDULE FOR REVIEW AND RECOMMENDATION OF PROMOTION AND TENURE

Faculty members are expected to make a timely application for promotion and/or tenure in accordance with Chapter Five of the *Faculty Handbook* (**Promotion and Tenure**). A faculty member's failure to make a timely application or the completion of a specified period of service shall not confer a right to a promotion and/or to an appointment with tenure.

Fourth Monday in September

Faculty member submits letter and portfolio of credentials to Department Chair for review.

Second Monday in October

The Department Chair will submit their recommendation, the letter, and portfolio of each candidate to the School Dean.

Fourth Monday in October

The School Dean will submit the full portfolio of every candidate, the Department Chair's recommendation and their recommendation to the University Promotion and Tenure Committee.

First Tuesday After Final Exams in December

The Promotion and Tenure Committee shall forward the completed portfolio along with the committee's recommendation (as well as the recommendation of individual committee members) and supporting reasons to the Provost and Chief Academic Officer. In each case, the committee Chairperson shall include the recommendation of the School Dean and the recommendation of the Department Chair.

Second Monday in February

The Provost and Chief Academic Officer shall review the recommendations of the Promotion and Tenure Committee, the School Dean, and the Department Chair and forward a recommendation to the President.

Last Monday of February

The President shall inform the Candidate, Department Chair, School Dean and Provost of his/her decision. If, a recommendation is negative, the President shall advise the candidate of the recommendation and inform the individual of his/her right to appeal in accordance with the Appeal Procedures of the Promotion and Tenure policies found in the *Faculty Handbook*.

First Meeting of Board in March/April

The President shall inform the appropriate committee of the Board of Trustees for final approval of full Board.

The dates listed above are meant to facilitate the review and transmission of the faculty member's portfolios by the Department Chairs, School Deans, Promotion and Tenure Committee, Provost, and President. While every effort will be made to provide notice of the final decision to an applicant for Promotion and/or Tenure by the date listed above, any delay in providing notice of the President's decision does not affect the Promotion and Tenure policies, Procedures, or guidelines found in the *Faculty Handbook*.