

Publication Home

Welcome to the Kennesaw State University Faculty Handbook

This handbook is the authoritative source of information pertaining to the faculty policies.

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Section 1 - Institutional Purpose and Organization

1.1 - Faculty Membership at Kennesaw State University

1.2 - Descriptions of Organizational Divisions, Colleges, and Departments

1.2.1 -

independence, authority and discretion in areas such as program planning, budgeting, design and allocation of resources; and c) making personnel decisions such as hiring, annual performance evaluation, and promotion and tenure reviews. Administrative faculty serve in executive leadership roles such as President; Provost; assistant/associate/vice presidents; assistant/associate/vice/senior vice provosts; deans; assistant/associate deans; department chairs/school directors; assistant/associate/directors of academic units (e.g., CETL); special assistant to President/Provost; and others per the President or the Provost. These "administrative faculty" are given faculty ranked administrator contracts.

It would be rare for a faculty member to have an assignment in one of these areas. Departmental administrators should scrutinize any effort assigned to this section for a member of the Corps of Instruction.

Administrative faculty are not eligible to serve as teaching faculty on department, college, or University committees nor on the Faculty Senate. If serving on a committee or the Faculty Senate as a teaching faculty at the time of appointment to an administrative position, the faculty member will be replaced following procedures outlined in department, college, and/or University guidelines. Administrative faculty are not eligible to be considered for any teaching faculty awards.

1.2 - Descriptions of Organizational Divisions, Colleges, and Departments

1.2.1 - Academic Affairs Office

1.2.2 - Academic Support Divisions

1.2.3 - Academic Colleges

1.2.1 - Academic Affairs Office

The Office of Academic Affairs is the administrative unit that oversees the University's entire academic affairs division. This office is centrally involved in university-wide academic administration. As the Chief Academic Officer of the University, the Provost and Senior Vice President for Academic Affairs is the University's principal academic administrator and liaison with the President and the University System's staff in matters involving the University's: a) curriculum and degree program approvals; b) faculty appointments and contracts; c) promotion and tenure recommendations; d) capital improvement proposals for the academic division; e) academic budget allocation and redirection; and f) follow-up on strategic priorities and academic policy directives set at the levels of the University System and/or KSU. Working with the teaching faculty and other academic administrators, the Provost and Senior Vice President for Academic Affairs is expected to provide leadership, direction, and support for the planning, operation, evaluation, and advancement of the University's academic programs, services, and research. The Provost and Senior Vice President for Academic Affairs is a member of the President's administrative team, providing support and assistance to the President and the other vice presidents as necessary.

The website address for the Academic Affairs office is <https://academicaffairs.kennesaw.edu/>.

1.2.2 - Academic Support Divisions

The Provost and Senior Vice President for Academic Affairs and the Office of Academic Affairs oversees all operations of the academic division, providing administrative oversight, academic leadership, and external representation. The following units are included in the Academic Affairs division.

Center for Excellence in Teaching and Learning (CETL)

The Center for Excellence in Teaching and Learning provides leadership, support, and advocacy for initiatives designed to enhance learning through teaching and scholarship. It cultivates a culture of ongoing professional development for faculty effectiveness. The website address for the Center for Excellence in Teaching and Learning is <https://cetl.kennesaw.edu>.

The Center for Excellence in Teaching and Learning provides leadership, support, and advocacy for initiatives designed to enhance teaching effectiveness and student learning in all modalities (face-to-face, online, hybrid, and blended). CETL also cultivates a culture of ongoing professional development for faculty effectiveness. CETL has 3 dedicated arms that provide specialized support. Teaching effectiveness (cetl.kennesaw.edu) provides workshops, webinars, faculty learning communities, GTA training, and special events around research-based pedagogies and the scholarship of teaching and learning. Digital Learning Innovations (dli.kennesaw.edu) provides support for the design

Each of the academic colleges is headed by an academic dean. The dean provides administrative oversight, academic leadership, and holds decision-making authority at the college level for all aspects in the operation of their area. The deans are centrally involved in the planning, resource acquisition, program operational administration, personnel decisions, and external relations of their college/division/office. The academic deans are members of the Provost and Senior Vice President for Academic Affairs' administrative team. Under the leadership of the dean, a college's administrative team typically includes associate and/or assistant deans and department chairs/school directors.

Department Chairs and School Directors

The head of a degree-credit instructional department or school carries the title department chair or school director. The department chair/school director provides administrative oversight, academic leadership, and holds decision-making authority at the department/school level for all aspects in the operation of their area. All of these administrative faculty are responsible for managing the personnel and operations of their departments/schools and serving on the administrative team of the dean to whom they report organizationally. Department chairs and school directors are centrally involved in program oversight and development; class scheduling; student advisement and appeals; faculty recruitment and staffing; personnel performance review and salary recommendations; tenure, promotion, and retention recommendations; and departmental budget management. A department chair's or school director's administrative team typically consists of the fulltime teaching faculty in the department, and may include an assistant/associate department chair/school director, who often shares administrative responsibilities as assigned by the chair or director. References in this document to responsibilities, roles, and tasks of department chairs apply to both department chairs and school directors.

College of Architecture and Construction Management

The College of Architecture and Construction Management offers programs that are accredited by the National Architecture Accrediting Board and the American Council of Construction Education with a focus on embracing new technologies, creativity, and innovation for solving real-world construction problems and creating relevant design solutions. Additional information on the College of Architecture and Construction Management can be found at <https://cacm.kennesaw.edu/>.

College of the Arts

The College of the Arts at Kennesaw State University houses the disciplines of Art and Design, Music, Theatre and Performance Studies, and Dance, in one of the most dynamic communities of artists, scholars and higher education professionals within the Southeastern United States. Students command high professional regard due to their exceptional creative and written scholarship. The College of the Arts provides a professional environment conducive to artistic growth that prepares students for the aesthetic and professional challenges facing scholars, artists, and teachers in the 21st century. The College recognizes and embraces important influences in the arts that cross international borders. Additional information on the College of the Arts can be found at <https://radow.kennesaw.edu/>.

Michael J. Coles College of Business

The Michael J. Coles College of Business offers academic programs that respond to the needs of our rapidly changing global, business environment. It is a major asset to the growth and economic development of metropolitan Atlanta and the region. The unique, innovative spirit of the Coles College of Business arises from its rich history and commitment to excellence in scholarship. The College of Business is a major asset to the growth and economic development of metropolitan Atlanta and the region. The unique, innovative spirit of the Coles College of Business arises from its rich history and commitment to excellence in scholarship.

College of Computing and Software Engineering

The College of Computing and Software Engineering is comprised of the Departments of Computer Science, Information Technology, and Software Engineering and Game Development. The college offers degree and certificate

KSU Journey Honors College

The KSU Journey Honors College provides a "community-within-a-university" for academically-talented, highly motivated students who enjoy lively discussion, creative expression, and intellectual challenge. The University Honors Program is open to all undergraduate majors on both campuses. The KSU Journey Honors College collaborates with other KSU colleges to offer small honors sections of core courses and interdisciplinary honors seminars. Taught by outstanding faculty recognized for teaching excellence, our small honors sections offer a liberal arts experience in a large university and an alternative to large lecture sections. For more information about the KSU Journey Honors College, visit <https://honors.kennesaw.edu/>.

Norman J. Radow College of Humanities and Social Sciences

The Norman J. Radow College of Humanities and Social Sciences has eleven academic schools/departments, two endowed chairs, and five centers. The academic schools/departments offer more than 80 programs of study leading to certificates, minors, baccalaureate degrees, master's degrees, and a doctor of philosophy degree. The College's schools/departments and centers serve Kennesaw State University and the community with research services and outreach programs such as Kennesaw Mountain Writing Project. The College serves the university-at-large by providing many of the courses in the general education curriculum. Additional information for the Radow College of Humanities and Social Science can be found at <https://hss.kennesaw.edu/>.

College of Science and Mathematics

The College of Science and Mathematics is staffed by approximately 150 dedicated faculty who are exceptional teachers and who have recognized research programs in their area of expertise. The College offers contemporary degree programs that have gained nationwide recognition for the success of their graduates. These programs have curricula that are challenging and focused on modern aspects of their disciplines. Opportunities abound for students to develop a strong identity with their respective departments and disciplines through student organizations, mentoring relationships with the faculty, and engagement in collaborative discovery research activities. Additional information for the College of Science and Mathematics can be located at <https://csm.kennesaw.edu/>.

The Southern Polytechnic College of Engineering and Engineering Technology

The Southern Polytechnic College of Engineering and Engineering Technology (SPCEET) at Kennesaw State University produces graduates ready to find solutions to today's real-world problems and tomorrow's challenges. The second-largest engineering college in Georgia, SPCEET is the only institution, in the state of Georgia, where students can choose among 14 engineering or engineering technology degree programs which best suit their talents, skills, goals, and aspirations. All of SPCEET's undergraduate degrees are accredited by the Accreditation Board for Engineering and Technology (ABET). Additional information for the Southern Polytechnic College of Engineering and Engineering Technology can be found at <https://engineering.kennesaw.edu/>.

Section 2 - Workload and Institutional Expectations

2.1 - Academic Freedom and Responsibility

2.2 - Workload Model for Teaching Faculty

may judge their profession and their institution by their utterances. Hence, they should at all

- V. *As members of their community, professors have the rights and obligations of other citizens. Professors measure the urgency of these obligations in the light of their responsibilities to their subject, to their students, to their profession, and to their institution. When they speak or act as private persons they avoid creating the impression of speaking or acting for their college or university. As citizens engaged in a profession that depends upon freedom for its health and integrity, professors have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.*

The principles of Academic Freedom and Instructional Responsibilities highlighted above require diligent processes in order to create the conditions in which faculty are free to pursue knowledge as they deem appropriate, and to protect the integrity of the faculty/student relationship. The practice of Academic Freedom may include, but is not necessarily limited to, freedom from the following:

1. external and internal political pressure
2. undue interference in course content
3. retaliation or reprisal for expressing unpopular perspectives related to research, curriculum, pedagogy, and organizational procedures
4. undue interference in grading and assessment criteria

2.2 - Workload Model for Teaching Faculty

The purpose of this model is to provide a common vocabulary to describe the varied work faculty members do and an agreed framework for discussions of that work. The model establishes some core standards, for instance that a typical semester-

Service.....	10
Total	100

*Baseline Norm expectations for tenure-track/tenured teaching faculty.

Teaching - Service Balance

3-3 course load Teaching.....	60
S/CA.....	10
Service.....	30
Total	100

Teaching - Scholarship - Service Balance

3-3 course load Teaching.....	60
S/CA.....	20
Service.....	20
Total	100

Scholarship/Creativity Activity Emphasis

2-2 course load Teaching.....	40
S/CA.....	50
Service.....	10
Total	100

Administration Emphasis

Service.....	70
S/CA.....	10

Under certain circumstances, KSU teaching and administrative faculty may be called upon to take on additional

learning environment that allows for a range of individual learning styles. Following a syllabus designed by the instructor, specific topics in a discipline are presented through various forms of teaching and discovery based on a selection of reading materials and other resources. The learning outcomes and expectations should be identified in the syllabus and formally assessed.

Supervision

Supervision occurs in situations where a learner is engaged for a fixed period of time in a structured academic experience for credit or pay with specified learning outcomes. These experiences often take place outside of the classroom in a job setting. The learner is expected to demonstrate competence in performing the learning outcomes, and the purpose of supervision is to improve the quality of that performance by guiding, monitoring, and providing feedback. The supervisor observes, evaluates and provides feedback about the quality of the performance of tasks and appropriate professional behavior. Although a faculty member may be responsible for supervising a group of students, actual observation and conferences typically occur in a one-to-one relationship between learner and instructor.

Mentoring

The purpose of mentoring is to facilitate and enhance the academic and professional success of an individual. Mentoring may take many forms, ranging from providing resources for learning and development to forming professional relationships with students and colleagues. Faculty mentor students in order to attract them to a discipline, retain them in degree programs, and enhance their professional success. Faculty mentor colleagues in order to retain them at KSU and help them develop professional expertise. A primary focus of all mentoring is the development of ideas and an understanding of a discipline. Mentoring activities challenge both the mentee and the mentor to consider new ideas and construction of knowledge and encourage both to engage in reflection and scholarly activities. Frequently, in mentoring relationships, faculty challenge the mentees by setting high expectations for the quality of the mentee's work and the development and achievement of their long-

Provide feedback to learners in a timely manner (e.g., returning graded papers and evaluated materials or responding to messages). Learners need feedback about the quality of their performance in order to understand what they do well and in what ways they need to improve.

Provide feedback to students about their progress prior to the last published day to withdraw without academic penalty.

Relate instructional methods to learning objectives.

Respect and maintain confidentiality (e.g., grades, personal information, incidences of alleged academic dishonesty, advising or special needs).

Apply stated standards and expectations of the instructor, department, college, and University consistently, regularly and objectively to all learners.

Communicate and enforce KSU's policy with respect to academic integrity.

Provide a syllabus for each course at the beginning of the term.

Provide written expectations/contracts for individualized learning experiences (e.g. clinical experiences, internships, cooperative learning courses, and directed studies).

Be accessible to students - Faculty should provide and publicize multiple means of contact for students and colleagues.

Respect religious, cultural, and gender differences.

Adhere to KSU's policy prohibiting sexual harassment, both in and out of the classroom.

All courses must be taught in the format (face-to-face, hybrid, online) as defined in Banner and published in the schedule of classes. The format cannot be changed once students have enrolled.

Faculty Availability to Students & Colleagues

KSU is proud of its reputation of faculty being available to students and colleagues outside of class time. To ensure this positive reputation continues, KSU expects its faculty to use a variety of means to be available for student questions or conferences, as well as consultation with colleagues, whether in person or virtually. Departments must establish guidelines that define a minimum number of hours during each week that faculty should be available.

Faculty may use KSU's course syllabus template, which includes the required elements above and additional best practices elements. The template can be accessed through KSU's learning management system.

2.5 - Assessment of Teaching Effectiveness

Student Ratings of Teaching (SRT)

Samples of course materials, such as syllabi, daily/weekly schedule outlining content, course readings, resources, materials, standards, learning outcomes, activities, exams, and project guidelines.

Peer evaluation of classroom performance and/or course materials.

Explanation of situational context and impact on pedagogy (e.g., special courses such as large lecture courses, lab courses, and/or studio courses).

Self-report on pedagogies and technologies used in the classroom, including discussion of diversity of techniques and innovation.

Explanation of quality and significance of administration and/or coordination activities, along with materials developed and commentary from faculty and/or students involved.

Reports on students mentored and/or supervised and in what contexts (e.g., undergraduate, graduate, research, studio, lab, teaching, clinical work).

Written comments on teaching, mentoring, and/or supervising from students, community partners, or clients-solicited or otherwise.

Examples of student work completed under teacher's supervision, along with descriptions of venues for presentation and any recognition, with student permission granted or with identifying information removed.

Letters from students commenting on mentoring/supervising that indicate how the mentoring has influenced student learning.

Letters attesting to impact of guest presentations in classes at KSU and/or elsewhere.

Excerpts of books, websites, or other teaching materials generated, and any letters attesting to quality/impact of those materials.

Professionalism

Peer evaluation of classroom performance.

Examples of

Reflective Practice

clearance must be obtained by the issuing department or faculty, where necessary, for compilations to be sold through any bookstore (internal or external to the institution).

Conflicts of interest concerns arising as a result of sales of textbooks or other instructional materials should be directed to the Provost.

2.7.2 - Procedures Associated with Textbook Policy

Each KSU academic department will internally determine the makeup and process of the department selection committee according to their own customs and shared governance documents. If multiple departments share a course, those departments will determine whether a single or multiple department or college selection committee is used. It is recommended that department selection committees use the following guiding principle when determining whether a faculty member can use that faculty member's textbook and/or instructional materials in a course: Faculty are encouraged to author their own course materials at KSU as part of an acceptable form of scholarship and creative activity. The review of faculty

Issuance of grades and formulation of individual attendance policies are the prerogative of the instructor. The course instructor must make feedback available to each student about that student's academic progress prior to the last published day to withdraw without academic penalty. Grades are expected to conform to those listed in the applicable KSU catalog. For more information on the grading system at KSU, please consult the applicable catalog (<http://catalog.kennesaw.edu/>).

Withdrawal from Classes

A student may withdraw from one or more courses up to one week prior to the last day of class. The student should consult the applicable academic calendar posted on the Office of Registrar website because the last day of class varies according to the part of the semester in which the student is enrolled. For more information about course withdrawals, please consult the applicable catalog (<http://catalog.kennesaw.edu/>).

Compliance with Federal Regulations Governing the Disbursement of Financial Aid Attendance Verification Procedures

Federal regulations governing the disbursement of financial aid require institutions to verify student attendance in class. Institutions disbursing Federal funds are also required to record the last date of attendance for students who stop attending class and return the appropriate funds to the U.S. Department of Education, based on institution refund percentages. Federal Regulation is part of the "Pell Recalculations" - 34 CFR 690.80. To view more information on the final grades and attendance verification process, please visit the Registrar's website at <https://registrar.kennesaw.edu/faculty-resources.php>.

Reporting Final Grades

The instructor submits the grades, via Owl Express, to the Office of the Registrar. For more information on final grades and grade submissions, please visit the Registrar's website at <https://registrar.kennesaw.edu/faculty-resources.php>.

Errors in Grades

Errors in grades must be reported to the Office of the Registrar immediately. In general, no grade changes will be made after the end of the next semester after the grade was assigned, except with the approval of the Academic Standing Committee. In general, the Academic Standing Committee will not consider requests for grade changes beyond one year from the end of the semester in which the grade was assigned. A petition for a grade change will not be accepted after the date of graduation.

Changing Grades

Changes in grades may be made only on the form designated for this purpose. All changes must be approved by the appropriate dean or department chair and submitted to the Office of the Registrar.

The Official Grade Change Form is used to correct entries and to record grades for courses in which the grade of "I" had been previously assigned. The Official Grade Change Form is the only form that can be used to change a student's grade once it has been recorded on that student's official transcript. The form can be obtained in the Faculty Services Tab in Owl Express. In general, the Academic Standing Committee will not consider requests for grade changes

If a faculty member plans to be absent for professional (e.g., conference participation) or health (e.g., minor surgery) reasons, it is the faculty member's responsibility to make arrangements for the faculty member's classes. (For other health issues, refer to sick leave policy in KSU Faculty Handbook Section 4.2.5 - KSU Employee Benefits).

Extended Absences from Teaching Responsibilities

In planning for the instructional coverage of a teaching faculty member on extended sick leave (e.g., disability, long-term illness and/or hospitalization, maternity) every effort will be made to minimize the potential disruption of the instructional experiences of the students involved. For a complete description of policies refer to KSU Faculty Handbook Section 4.

Faculty members may not be absent from their teaching responsibilities except for illness, extraordinary personal

Protecting Students' Privacy

Students have certain rights to privacy. These rights are mandated by federal policy. Leaving their work in an unsecured area such as outside your office door (unless agreed upon with each student) means that the students' names, grades, and possibly, social security numbers are accessible to everyone. Additionally, research papers can be taken and used by other individuals. It is recommended that you permit students to retrieve their work from your office, if you don't return it to them in class. Information should not be made public in any way in which a student's grades, social security number, or other personal information may be identified.

Field Trips

Field trips offer students many educational opportunities and can be used by faculty to enhance courses. It is necessary to have advance clearance before scheduling and taking a class on a field trip. A letter giving pertinent information about the Kennesaw State sponsored field trip must be sent to the department chair and dean for insurance purposes. The purpose and an accurate listing of names of all who participated in the field trip must be submitted to the student success office. It is important that each student understand that it is the student's responsibility to inform and clear a missed class with the student's other instructors. The Office of the Registrar will not inform instructors of students who missed classes due to field trips.

Faculty Liability

From time to time questions arise concerning the liability of faculty members for injuries to students engaged in laboratory work, physical education activities, on field trips, etc. Faculty members should inquire in advance about liability insurance and trip insurance with their professional societies or the appropriate official in the Office of Student Success.

Copyright Law

The Copyright Law of the United States (codified as Title 17 U.S.C.) governs the making of photocopies or other reproductions of copyright material. Teachers have latitude to copy materials, but within the "fair use" intent and should consider the effect of the copying on the sales of books and other materials. The Board of Regents provides comprehensive information on university policies and procedures with regard to copyright laws at <https://www.usg.edu/copyright/>.

Section 3 - Review and Evaluation of Faculty Performance

3.1 - Introduction

3.2 - Overview of Faculty Responsibilities

3.3 - Basic Categories of Faculty Performance

3.4 - Evaluation of the Quality and Significance of Faculty Scholarly Accomplishments

3.5 - General Expectations for Tenure, Promotion, Post-Tenure Review, and Faculty Performance for Tenure Track Faculty in Professorial Ranks

3.6 - General Expectations for Promotion and Faculty Performance for Non-Tenure Track Faculty in Professorial Ranks

3.7 - General Expectations for Promotion and Faculty Performance for Non-Tenure Track Clinical Faculty in Professorial Ranks

3.8 - General Expectations for Promotion and Faculty Performance for Non-Tenure Track Librarian Faculty in Professorial Ranks

3.9 - General Expectations for Promotion and Faculty Performance for Non-Tenure Track Research Faculty in Professorial Ranks

3.10 - General Expectations for Non-Tenure Track Lecturers and Senior Lecturers

3.11 - Administrative Faculty

3.12 - Faculty Review Process

3.13 - Multi-Year Review Schedules

3.14 - References

3.1 - Introduction

Kennesaw State University's mission statement fully captures the character and priorities of KSU as a major public, comprehensive, Carnegie-R2 university within the University System of Georgia. It is highly valued as a resource for educational, economic, social, and cultural advancement. KSU attracts a diverse student body with a wide range of educational goals and maintains strong connections to the communities it serves.

In order to advance the mission of the institution, faculty performance at KSU must be aligned with the University's mission. While all faculty members in the academic colleges and departments work collectively to advance this mission, the roles and responsibilities of individual faculty can vary widely across the University. Each college and its respective departments may focus on particular aspects of the mission in ways that distinguish their contributions from other colleges and departments. However, the missions of all academic units must be aligned and consistent with the overall mission of the University. Because department promotion and tenure (P & T) guidelines are discipline-specific and are approved by deans and the Provost as consistent with college and University standards, those guidelines are understood to be the primary basis for promotion and tenure recommendations and decisions. Therefore, at all levels of review the rationale for P & T decisions will be stated in a letter to the candidate with specific and detailed reference to the department review guidelines used to justify the recommendations and decisions that have been made. Any revisions made to departmental guidelines must include the date of approval/adoption. Revisions to departmental guidelines become effective 12 months following their adoption. However, individual faculty may choose to be reviewed under revised guidelines immediately upon their adoption. A copy of the "Approval Form for Department Promotion and Tenure Guidelines" must be attached as a cover sheet to the department guidelines included in portfolios for Pre-Tenure, Promotion and/or Tenure and Post-Tenure Review.

Performance evaluation of a faculty member is required at KSU. Reviews and evaluations occur regularly in the following ways in accordance with the governing policies of the Board of Regents (BoR) of the University System of Georgia and the policies and procedures established by Kennesaw State University and its colleges and departments:

- Detailed annual review of faculty performance;

- Pre-tenure review for tenure-track faculty;

- Review for tenure by the sixth year for tenure-track faculty with professorial rank;

- Post-tenure reviews for tenured faculty with professorial rank after every five years submitted in the beginning of the sixth year;

- Reviews for elective promotion for tenured faculty in the professorial rank (optional);

- Review for elective promotion for non-tenure track faculty with professorial rank, including clinical and research faculty (optional);

- Review for elective promotion for non-tenure track lecturers (optional).

This faculty performance model requires effective and collaborative strategic planning at all levels. When a college focuses on particular aspects of the University's mission, departments within that college must align the work of their faculty to advance the college mission. The relative emphasis of faculty professional activity in the areas of performance and evaluation at KSU must match the particular focus of their academic unit and be consistent with the mission of the University. The faculty performance model in the KSU Faculty Handbook Section 2 encourages flexible faculty roles across the University, recognizes the rich diversity of faculty talent, and advances the University's mission by maximizing the strengths and talents of individual academic units and their faculty (Brand, 2000).

These university guidelines set forth policies, criteria, and procedures by which individual faculty member's contributions to the University will be documented and equitably evaluated. They define terms and levels of review and set the basic structure for all performance review. This section of the KSU Faculty Handbook does not cover the entire breadth of evaluative measures available to colleges and departments. However, in this section, the words "must," and "will" (and equivalent terms) signify a binding, mandatory requirement that must be followed by colleges and departments, as to substance and procedure, as appropriate. Conversely, the words "may," "can," "might," or "should" (and equivalents) signify a permissive suggestion not binding on colleges or departments. Colleges and departments will establish written guidelines, consistent with the KSU Faculty Handbook, that specify evaluative criteria appropriate to their disciplines. These guidelines will describe the focus of their units within the larger mission and the core values of KSU and delineate which activities will receive emphasis in annual performance reviews, in promotion and tenure recommendations and decisions, and in post-tenure performance evaluation of faculty in their units. The process, guidelines, and revisions to the guidelines must also be approved by the full-time permanent faculty in the department or college, as appropriate, the department chair (for department guidelines), the College P&T Committee, the dean, and the Provost.

3.2 - Overview of Faculty Responsibilities

For the purpose of clarification, administrative faculty are those members of the corps of instruction who receive a contract for faculty ranked administrators. Teaching faculty are all others with faculty rank and status.

As described in the KSU Faculty Handbook Section 3.3, the three basic performance areas in which faculty must be evaluated at KSU are teaching, scholarship and creative activity, and professional service. Depending upon college and departmental guidelines, faculty members need not demonstrate noteworthy achievements in all three areas but must be noteworthy in two and satisfactory in the third. All teaching faculty are expected to emphasize excellence in teaching and demonstrate noteworthy achievement in at least one other (BoR Policy Manual 8.3.5, 8.3.6, and 8.3.7). Appropriate activities and noteworthy achievement in all three areas are defined by the specific departmental guidelines. These standards must be honored by all levels of review in the tenure and promotion process. Regardless of the individual's relative emphasis in the performance areas, all faculty members are expected to devote at least 10% of their time to professional service activities, which are essential to the life of the institution.

In addition, it is important to note that effectiveness in any performance area requires a basic foundation of prerequisite degrees and credentials, as well as currency in one's field. At KSU, such credentials and currency are known as professional development and all members of the faculty are encouraged to participate in professional development opportunities both on and off campus. Faculty should address in their portfolio narrative how their continuing development activities influence, support, and/or shape their activities in their performance area(s) of emphasis.

The differing proportions of emphasis given to each performance area for a given faculty member will depend upon written agreements between the faculty member, department chair, and dean, in alignment with the college and

faculty member's goals and priorities for a period agreed upon by the faculty member and supervisor(s) to fit current and anticipated circumstances. The FPA must:

- clarify the general responsibilities and relative emphasis of the individual in teaching, scholarship and creative activity, and professional service,

- articulate the manner in which the faculty member's activities relate to the departmental and college mission and goals,

- identify the expectations for scholarly activity in all of the faculty member's performance areas, and

- identify the performance area(s) that will include scholarship expectations and describe those expectations.

Consistent with the University's culture of shared governance, the details of an individual FPA are worked out in consultation between the chair and the faculty member and are subject to final approval by the dean. If the faculty member and the chair cannot reach agreement on the FPA, the dean will make the final determination.

As a faculty member matures and develops and as the focus of colleges and departments evolve, an FPA may change. New agreements may reflect changes in the workload percentages assigned. It may, in fact, be necessary to change an FPA during the course of a given year due to unexpected circumstances, such as changes in departmental staffing and/or other opportunities. If this occurs, the faculty member, in consultation with supervisors, will draw up a new FPA that will be signed by all parties. Both this new and the old FPA will be used in the evaluation of the faculty member at the conclusion of the year and in subsequent promotion and tenure recommendations and decisions.

3.3 - Basic Categories of Faculty Performance

The basic categories of faculty performance at KSU are teaching, scholarship and creative activity, and professional service. The Faculty Performance Agreement delineates the relative emphasis of an individual faculty member's activities in these three areas. The typical faculty member will focus work in the specific areas that reflect their

B. Scholarship and Creative Activity

Scholarship and creative activity at KSU are broadly defined in the institution's mission statement as a wide array of activities that contribute to the advancement of knowledge, understanding, application, problem solving, aesthetics, and pedagogy in the communities served by the University. The norm for workload effort expected in the area of scholarship/creative activity for the typical tenure-track/tenured teaching faculty is 30%. The minimum workload effort in this area expected for a tenure-track or tenured teaching faculty expecting to be tenured and/or promoted is 20%. Scholarship and Creative Activity will include a broad array of scholarship with the expectation that in order for something to be considered scholarship it must meet the expectations of scholarship as established by the department, school, or college. These professional activities become recognized accomplishments when the work exhibits the use of appropriate and rigorous methods, is formally shared with others, and is subject to informed critique and review (peer-review). Documentation and evaluation of accomplishments in scholarship and creative activity will focus on the quality and significance of the work. Merely listing individual tasks and projects does not address quality and significance. Faculty members are encouraged to disseminate their best teaching practices to appropriate audiences and to subject their work to critical review.

College and departmental guidelines must identify the specific criteria for determining quality and significance of scholarship and creative activity appropriate to that college's and department's disciplines and scholarly contexts.

Accomplishments will be judged in the context of their use of current knowledge, their impact on peers and communities who are stakeholders in the processes, and the products of the scholarship and creative activities. In evaluating scholarship, faculty members are expected to demonstrate the quality and significance of the faculty member's accomplishments.

In certain fields such as writing, literature, performing arts, fine arts, architecture, graphic design, cinema, and broadcast media or related fields, distinguished creation should receive consideration equivalent to that accorded to distinction attained in more traditional areas of research. In evaluating artistic creativity, an attempt should be made to determine the quality and significance of the faculty member's accomplishments. Criteria such as originality, scope, richness, depth of creative expression, and recognition by peers may be used to evaluate quality and significance. In disciplines such as music or drama performance, conducting, directing, design, choreography, etc. are evidence of a candidate's creativity.

Contributions to the development of collaborative, interdisciplinary, cross-institutional, international, or community-engaged research programs are highly valued. Documenting collaborative research might involve evidence of individual contributions (e.g., quality of work, completion of assigned responsibilities), work facilitating the successful participation of others (e.g., skills in teamwork, group problem-solving), and/or the development of sustained partnerships that involve the mutually beneficial exchange of knowledge and resources. KSU recognizes publishing in pedagogical journals or making educationally focused presentations at disciplinary and inter-disciplinary gatherings that advance the scholarship of teaching and curricular innovation or practice.

C. Professional Service

Professional service involves the application of a faculty member's academic and professional skills and knowledge to the completion of tasks that benefit the University, the community, or the profession. Professional service includes service to the department, school, college, University, profession, and community. The service activity must be related to a person's status as a faculty member. For example, faculty members might draw on their professional expertise to engage in a wide array of scholarly service to the governance and professionally related service activities of the department, college, or University. Service is a vital part of faculty governance and to the operation of the University. Evidence of the quality and significance of institutional service can support promotion and tenure. Governance and professionally related service create an environment that supports scholarly excellence and the achievement of the University's mission. Administrative faculty are encouraged to engage in service activities such as faculty development, fundraising, fiscal management, personnel management, and public relations. Whatever the individual's relative emphasis in the performance areas, all faculty members are expected to devote at least 10% of their time to professional

Quality and significance are the primary criteria for evaluating faculty performance. Quality and significance of scholarly work are over-arching, integrative concepts that apply equally to all areas of faculty performance. A consistently high quality of scholarly work and the promise for future exemplary scholarly work are more important than the quantity of the work done. The criteria for evaluating the quality and significance of scholarly accomplishments include the following:

Clarity and Relevance of Goals

Faculty members should clearly define the goals of scholarly work in their respective areas of emphasis and the relevance of their scholarly work to their Faculty Performance Agreement. Clarity of purpose and relevance of goals provide a critical context for documenting and evaluating scholarly work.

Mastery of Existing Knowledge

Faculty members must be well-prepared and knowledgeable about developments in the relevant context of their scholarly activity. The ability to educate others, conduct meaningful scholarship, produce creative works, and provide high quality assistance through professional service depends upon mastering existing knowledge and background information. Faculty members should use appropriate techniques, methods, and resources in their scholarly work.

Effectiveness of Communication

Faculty members should communicate effectively with their audiences and subject their ideas to critical inquiry and independent review.

Significance of Results

successful annual reviews alone are not sufficient to qualify for tenure. It should only be granted to those faculty members whose achievements demonstrate the quality and significance expected of an Associate Professor and who demonstrate potential for long-term effectiveness at the University. Tenure requires prior or simultaneous promotion to the rank of Associate Professor. New tenure track faculty may be initially appointed to the rank of Associate Professor or Professor without the award of tenure. All tenure track faculty are expected to produce scholarship in at least one performance area. This scholarship must be consistent with departmental, college, and University guidelines. Only under exceptional circumstances will a candidate be recommended for tenure without at least one form of scholarship as articulated in approved promotion and tenure guidelines. In awarding tenure, the University recognizes the long-range value of the faculty member to the institution and ensures them the academic freedom that is essential to an atmosphere conducive to the proper operation of the University.

The review for tenure involves a retrospective analysis of how well the individual has met the needs and expectations of the University during the probationary period. Perhaps the greatest value of that retrospective analysis is in how well it informs the judgment of colleagues about the individual's prospects for future contributions and achievements as a KSU faculty colleague. The fundamental issue underlying the tenure decision is whether, in the judgment of teaching and administrative faculty colleagues, the faculty member will continue to meet institutional needs and expectations in the future. Based on BoR policy (BoR Policy Manual 8.3.7.3), in addition to the minimum criteria above, tenure at the rank of associate or full professor requires the terminal degree in the appropriate discipline or its equivalent in training, ability, and/or experience. Neither the possession of a doctorate nor longevity of service is a guarantee of tenure.

Due to its long-term implications, the granting of tenure constitutes a significant decision and therefore requires a thorough review process that includes the judgments and recommendations of the faculty member's teaching and administrative faculty colleagues. The entire process has two major parts: the pre-tenure review and the tenure review. The timing of these two parts depends upon several factors that are determined at the initial employment in the professorial ranks, explained below. It is important to note that the number used to designate the year of review for tenure (and used similarly for promotion) indicates the year that the review process takes place. Because this review process starts at the beginning of the academic year, only the documentation of the fully completed years of service up until that point will be reviewed. Thus, a pre-tenure review in the third year considers only two years of service and a tenure review in the sixth year considers only five years of service.

Based on BoR policy (BoR Policy Manual 8.3.7.4), in exceptional cases, the President may approve an outstanding distinguished senior faculty member for the award of tenure upon the faculty member's initial appointment under the following circumstances: appointed as associate or full professor, was tenured at a prior institution, and brings a demonstrably national reputation to KSU. In most cases, the President will consult the Promotion & Tenure Committee

probationary period is five years, with a mandatory review for tenure being conducted in the sixth year if tenure has not already been awarded. However, faculty may be granted years of credit toward tenure for wo

review of a faculty member's accomplishments and contributions to the University by KSU teaching and administrative faculty colleagues. This review is accomplished in consideration of the faculty member's situation and context and in relation to their stage of academic career development.

A variety of other factors may be considered in determining doctoral equivalency. Additional supporting evidence might include the following:

- a. Holding a master's degree in the appropriate discipline
- b. Completing graduate coursework in the discipline beyond what would be expected for a masters' degree
- c. Holding appropriate professional licensure or certifications in the discipline
- d. Achieving a leadership position in and/or honors and awards from a professional society or societies which indicates regional, national, and/or international peer recognition of professional accomplishments
- e. Having professional work experience relevant to the faculty member's teaching assignments that are significant in level of responsibility and duration
- f. Having already been promoted to the rank of Associate Professor

In addition to the criteria mentioned, there may be other discipline-specific achievements that constitute doctoral or terminal degree equivalency that colleges and/or departments have outlined in their promotion and tenure guidelines.

Faculty members submitting portfolios for promotion to associate or full professor who do not hold the doctorate or terminal degree must address the criteria for equivalency in their portfolios.

The review committee or administrator will consider equivalency at the time the promotion recommendation is considered. Candidates without a doctorate or terminal degree can be promoted if, in addition to the criteria for promotion, they meet the requirements for equivalency as stated in departmental, college, and University guidelines. Each level of review will make a recommendation for promotion and a decision on doctoral or terminal degree equivalency.

C. Post-Tenure Review (PTR)

In April 1996 the Board of Regents (BoR Policy Manual 8.3.5.4 and USG Academic & Student Affairs Handbook 4.7) developed a policy statement requiring that all institutions conduct post tenure reviews of all tenured faculty members, beginning in the sixth year, five full years after the faculty member's most recent promotion or personnel action (e.g., post-tenure review, conversion from administrative to instructional faculty).

The primary purpose of post-tenure review is to examine, recognize, and enhance the performance of all tenured faculty members, thereby strengthening the quality and significance of faculty work. Post-tenure review serves to highlight constructive and positive opportunities for all tenured faculty to realize their full potential of contributions to Kennesaw State University and the University System of Georgia. It also serves to identify deficiencies in performance and provide a structure for addressing such concerns.

Post-tenure review is not a reconsideration of the faculty member's tenure status. Instead, it is a comprehensive five-year performance review that occurs after an individual is tenured. This post-tenure performance review is more comprehensive and concerns a longer time perspective (at least five years) than the annual performance reviews; post-tenure review feedback also comes from multiple peer and administrative perspectives, rather than from the perspective of one administrative head as is the case in annual reviews.

Post-tenure review provides both retrospective and prospective examination of performance, taking into account that a faculty member probably will have different emphases and assignments at different points in his or her career. It is directed toward a career development and a multi-year perspective of accomplishments and plans for professional development.

The primary evidence to be considered by review committees/administrators for post-tenure review consists of the five most recent annual evaluations and a current curriculum vitae (see KSU Faculty Handbook Section 3.12 for the review process and portfolio instructions). Three or more positive annual evaluations are necessary but are not sufficient to guarantee a positive decision. Post-tenure review also considers the broader peer and administrator perspectives provided by members of the College Promotion and Tenure Committee and by administrative levels of review. Faculty who have three or more unsatisfactory annual evaluations (not achieving/not meeting expectations) will be considered as candidates for remediation.

Post-tenure review will result in an assessment of the strengths and weaknesses in the quality and significance of a faculty member's performance in the context of individual roles and responsibilities. The overall outcome of the assessment will be categorized as either:

1. Achieving Expectations in Post-Tenure Performance or
2. Not Achieving Expectations in Post-Tenure Performance.

Basic guidelines for differentiating between achieving expectations and not achieving expectations in post-tenure performance are as follows:

Achieving/Meeting Expectations

Achieving/meeting or exceeding expectations in teaching, scholarship and creative activity, and professional service has been sustained in annual performance reviews with three or more positive annual reviews over the last five years and the candidate has met the performance and quality expectations of the area of emphasis over the period of evaluation.

In cases where the faculty member is found to be "achieving expectations in post-tenure performance," no formal faculty development plan is required. The results of the post-tenure review are likely to reveal that the faculty member is performing well and any development activity would focus on further enhancing the faculty member's performance.

Not Achieving/Not Meeting Expectations

Achieving/meeting expectations in teaching, scholarship and creative activity, and professional service has not been sustained in annual performance reviews over the past five years; specifically, there are three or more unsatisfactory annual reviews.

In cases where a faculty member is identified in the post-tenure review as "not achieving expectations in post-tenure performance," a formal faculty development plan must be written. The formal faculty development plan should address how deficiencies cited in the post-tenure review will be corrected. In developing a mutually acceptable plan, administrators may wish to renegotiate and adjust the faculty member's workload assignments. In all cases, face-to-face meetings and discussions among the principals (see below) are required to ensure thorough exploration of all options and clear communication of the understandings reached.

A formal plan for faculty development should: 1) define specific goals or outcomes that are to be achieved; 2) outline the activities that will be undertaken to achieve the goals or outcomes; 3) identify appropriate sources of faculty development, whether they be located on campus, on other campuses of the University System, at the system level, or in other locations; 4) set appropriate times within which the goals or outcomes should be accomplished; and 5) indicate appropriate criteria by which progress will be monitored.

The following parties should be involved in the creation of a formal faculty development plan, in the monitoring of the faculty member's progress towards completion of the plan, and in verifying the plan's completion: 1) the affected faculty member; 2) the academic home department chair/school director; 3) the dean of the faculty member's academic home; and 4) an optional fourth colleague -the affected faculty member may ask one of the members of the College Review Committee to serve as this fourth principal. The affected faculty member will be free to seek mentors, as needed, for the successful completion of the plan. A copy of the formal faculty development plan must be submitted to the Assistant Vice President for Academic Affairs.

The academic home department chair/school director and the dean are jointly responsible for arranging appropriate funding for the development plan, if required. However, development plans will typically expect faculty to remedy deficiencies within existing resources and the normal level of support available for faculty development and for achieving faculty expectations. Furthermore, faculty with unsatisfactory performance reviews should not expect to receive paid leaves to pursue further study or research for the purpose of remediating deficiencies. The maximum time allowed to complete a faculty development plan will be three years. The three-year period will normally start in the spring of the academic year in which the post-tenure review was conducted and in which the faculty development plan is formulated. Depending upon the

circumstances, remediation could occur in less time. An assessment of progress made on the faculty development plan will

administrative in function). Faculty members serving in administrative positions, including interim administrative positions, will have their post-tenure review clock reset at the end of the administrative appointment.

D. Faculty Performance Expectations for Tenure Track Faculty with Professorial Rank

1. Assistant Professors

Assistant Professors ordinarily hold the earned doctorate or terminal degree in their fields of specialization. A rare

The professorial ranks are typically linked to the different stages of career development and accomplishment for university faculty. Faculty members at the different stages of an academic career tend to have different levels of experience, expertise, accomplishment, effectiveness, and productivity. They also tend to have different opportunities for co

In addition to the criteria mentioned, there may be other discipline-specific achievements that constitute doctoral or terminal degree equivalency that colleges and/or departments have outlined in their promotion and tenure guidelines.

Faculty members submitting portfolios for promotion to associate or full professor who do not hold the doctorate or terminal degree must address the criteria for equivalency in their portfolios. The review committee or administrator will consider equivalency at the time the promotion recommendation is considered. Candidates without a doctorate or terminal degree can be promoted if, in addition to the criteria for promotion, they meet the requirements for equivalency as stated in departmental, college, and University guidelines. Each level of review will make a recommendation for promotion and a decision on doctoral or terminal degree equivalency.

The criteria for the optional promotion review are based on criteria established for non-tenure track faculty with professorial rank for the beginning level of the next higher rank as articulated in department, college, and University guidelines. The same committee structure that is used for promotion review of tenured and tenure-track faculty will be used for the promotion review of non-tenure track faculty with professorial rank.

Non-tenure track faculty with professorial rank must prepare a portfolio for the optional promotion consideration. The portfolio contents will follow the guidelines for tenure track faculty who are reviewed for promotion, (see KSU Faculty Handbook Section 3.13 (Faculty Review Process) and Portfolio Guidelines (Contents)).

Annual reviews and/or portfolio feedback indicating poor performance with little or no improvement over time and based on the department and college promotion and tenure guidelines, provide the basis for nonrenewal of non-tenure track faculty with professorial rank. Non-tenure track faculty with professorial rank have the option to respond in writing within 10 calendar days after receiving reviews of their performance, should an appeal be necessary. Response letters are directed to the reviewing committee or administrator and copied to the next level of review. This response will become part of the portfolio that will be forwarded to the subsequent levels of review. The response letter should address the interpretation of the information in the portfolio but it should not include new evidence to be considered in the review process. The reviewer (committee or administrator) does not respond to this letter.

B. Faculty Performance Expectations for Non-Tenure Track Faculty with Professorial Rank

Faculty performance is evaluated for non-tenure track faculty with professorial rank through annual reviews. Non-tenure track faculty with professorial rank will follow the annual review processes and timelines outlined for non-tenure track faculty in the KSU Faculty Handbook Section 3.13.

Consistent with BoR Policy (BoR Policy Manual 8.3.4.2), all non-tenured faculty members who have been awarded academic rank and who have served full-time for the entire previous year under written contract have the presumption of renewal for the next academic year unless notified in writing by the Provost or the President of the institution of the intent not to renew. Notice of intent to renew or not renew a non-tenure track faculty member with professorial rank should follow the schedule outlined by the Board of Regents in the USG Academic & Student Affairs Handbook 4.8.1. (Renewal and Nonrenewal of Contracts of Non-Tenured Faculty).

Below are the general expectations for non-tenure track faculty with professorial rank:

1. Assistant Professors

Assistant Professors ordinarily hold the earned doctorate or terminal degree in their fields of specialization. A rare exception to this requirement may be made when there is evidence of outstanding achievements and professional recognition in the candidate'

2. Associate Professors

Associate Professors make contributions to knowledge as a result of their scholarly work. High quality and significance (see KSU Faculty Handbook Section 3.4) are the essential criteria for evaluation. The specialty areas, expertise, and professional identities of associate professors should become more advanced, more clearly defined, and more widely recognized as their academic careers progress. Typically, as the faculty member's roles and contributions grow towards significance, leadership, and initiative, the faculty member establishes a strong record of accomplishments with broader impact and recognition within and beyond the University. Based on BoR policy (BoR Policy Manual 8.3.6.2), promotion to the rank of associate professor requires the terminal degree in the appropriate discipline or its equivalent in training, ability, and/or experience. Neither the possession of a doctorate nor longevity of service is a guarantee per se of promotion. Initial appointments to the associate professor rank should have a terminal degree in the appropriate discipline or the equivalent in training, ability, or experience (BoR Policy Manual 8.3.1.3).

3. Professors

Professors are experienced and senior members of the faculty who have become highly accomplished in their scholarly activities. They are faculty whose careers have advanced to mature and high levels of effectiveness and productivity. Professors have strong records of contribution to and leadership in their respective areas of emphasis. A professor is typically characterized as a leader, mentor, scholar, expert, and/or distinguished colleague. Professors make significant contributions to knowledge as a result of their scholarly work, whether demonstrated through the scholarly work of scholarship and creative activity, teaching, or professional service. Professors have a documented record of distinguished accomplishments using the criteria for quality and significance of scholarly work (see KSU Faculty Handbook Section 3.4). These accomplishments will merit regional, national, or international attention and recognition. Professors continue to grow and develop in their respective areas of emphasis. Based on BoR policy (BoR Policy Manual 8.3.6.2), promotion to the rank of full professor requires the terminal degree in the appropriate discipline or its equivalent in training, ability, and/or experience. Neither the possession of a doctorate nor longevity of service is a guarantee per se of promotion. Initial appointments to the full professorial rank should have a terminal degree in the appropriate discipline or the equivalent in training, ability, or experience (BoR Policy Manual 8.3.1.3).

C. Joint Appointments for Non-Tenure Track Faculty

If a non-tenure track faculty member has a joint appointment in two or more academic departments or across two or more divisions, a joint appointment agreement (Memorandum of Understanding; MOU) must be developed. This agreement must delineate how the home unit and the sharing unit(s) will provide input during the promotion process. The joint appointment agreement must specify who can provide input into the faculty member's annual and promotion reviews and who will write the review(s). Normally, the chair of the academic home department will be responsible for completing annual reviews. The joint appointment agreement must also specify the composition of the promotion committee and how members of the committee will be elected.

D. Conversion Between Non-Tenure Track Faculty Positions

If a non-tenure track faculty requests and is granted a conversion to another type of non-tenure track faculty position, the individual's clock is reset, because this is a different faculty type with a different set of expectations and guidelines. Thus, the faculty member will begin the first year in the new non-tenure track faculty position at the beginning of the next academic year after the approval of the conversion and the faculty member will follow all performance evaluations appropriate for that new faculty type and rank.

3.7 - General Expectations for Promotion and Faculty Performance for Non-Tenure Track Clinical Faculty in Professorial Ranks

faculty colleagues. This review is accomplished in consideration of the faculty member's situation and context and in relation to their stage of academic career development.

Only faculty who were hired in professorial rank with credit toward promotion (USG Academic & Student Affairs

The criteria for the optional promotion review are based on criteria established for clinical faculty for the beginning level of the next higher rank as articulated in department, college, and University guidelines. The same committee structure that is used for promotion review of tenured and tenure track faculty will be used for the promotion review.

Non-tenure track clinical faculty with professorial rank must prepare a portfolio for the optional promotion consideration. The portfolio contents will follow the guidelines for tenure track faculty who are reviewed for promotion, see KSU Faculty Handbook Section 3.12 (Faculty Review Process - Portfolio Guidelines and Contents).

Annual reviews and/or portfolio feedback indicating poor performance with little or no improvement over time and based on the department and college promotion and tenure guidelines, provide the basis for nonrenewal of non-tenure track clinical faculty with professorial rank. Non-

The position is non-

The following criteria are established as a guideline for faculty committees and administrators who will use their professional judgment to recommend doctoral or terminal degree equivalency for hiring and promotion and tenure.

Required criteria for terminal degree equivalency include:

- a. Demonstrating broad and in-depth knowledge and understanding of the body of information in the discipline beyond a masters' degree
- b. Demonstrating the ability to implement one's own scholarship and creative activity agenda, to apply research and creative methodologies, and to produce scholarship that meets the criteria for quality and significance outlined in departmental guidelines

A variety of other factors may be considered in determining doctoral equivalency. Additional supporting evidence might include the following:

- c. Holding a master's degree in the appropriate discipline
- d. Completing graduate coursework in the discipline beyond what would be expected for a masters' degree
- e. Holding appropriate professional licensure or certifications in the discipline
- f. Achieving a leadership position in and/or honors and awards from a professional society or societies which indicates regional, national, and/or international peer recognition of professional accomplishments
- g. Having professional work experience relevant to the faculty member's teaching assignments that are significant in level of responsibility and duration
- h. Having already been promoted to the rank of Associate Professor

In addition to the criteria mentioned, there may be other discipline-specific achievements that constitute doctoral or terminal degree equivalency that colleges and/or departments have outlined in their promotion and tenure guidelines.

Faculty members submitting portfolios for promotion to associate or full professor who do not hold the doctorate or terminal degree must address the criteria for equivalency in their portfolios. The review committee or administrator will consider equivalency at the time the promotion recommendation is considered. Candidates without a doctorate or terminal degree can be promoted if, in addition to the criteria for promotion, they meet the requirements for equivalency as stated in departmental, college, and University guidelines. Each level of review will make a recommendation for promotion and a decision on doctoral or terminal degree equivalency.

The criteria for the optional promotion review are based on criteria established for librarian faculty for the beginning level of the next higher rank as articulated in department, college, and University guidelines. The same committee structure that is used for promotion review of tenured and tenure track faculty will be used for the promotion review of librarian faculty.

Non-tenure track librarian faculty with professorial rank must prepare a portfolio for the optional promotion consideration. The portfolio contents will follow the guidelines for tenure track faculty who are reviewed for promotion, see KSU Faculty Handbook Section 3.12 (Portfolio Guidelines and Contents).

Annual reviews and/or portfolio feedback indicating poor performance with little or no improvement over time and based on the department and college promotion and tenure guidelines, provide the basis for nonrenewal of non-tenure track librarian faculty with professorial rank. Non-tenure track librarian faculty with professorial rank have the option to respond in writing within 10 calendar days after receiving reviews of their performance, should an appeal be necessary. Response letters are directed to the reviewing committee or administrator and copied to the next level of review. This response will become part of the portfolio that will be forwarded to the subsequent levels of review. The response letter should address the interpretation of the information in the portfolio but it should not include new evidence to be considered in the review process. The reviewer (committee or administrator) does not respond to this letter.

B. Faculty Performance Expectations for Non-Tenure Track Librarian Faculty with Professorial Rank

Faculty performance is evaluated for non-tenure track librarian faculty with professorial rank through annual reviews. Non-tenure track librarian faculty with professorial rank will follow the annual review processes and timelines outlined for non-tenure track faculty in the KSU Faculty Handbook Section 3.12 and Section 3.13.

Consistent with BoR Policy (BoR Policy Manual 8.3.4.2), all non-tenured faculty members who have been awarded academic rank and who have served full-time for the entire previous year under written contract have the presumption of renewal for the next academic year unless notified in writing by the Provost or the President of the institution of the intent not to renew. Notice of intent to renew or not renew a non-tenure track faculty member with professorial rank should follow the schedule outlined by the Board of Regents in the USG Academic & Student Affairs Handbook 4.8.1. (Renewal and Nonrenewal of Contracts of Non-Tenured Faculty).

Below are the general expectations for librarian faculty with professorial rank:

1. Librarian Assistant Professors

Faculty members at this rank are adapting to the expectations of the academy and KSU and getting established in the library. This rank provides opportunities to learn job responsibilities and develop expertise in one's area of specialization. As librarian assistant professors gain experience, they are expected to improve their job performance and take progressively more responsibility for their own day-to-day assignments.

2. Librarian Associate Professors

Librarian Associate Professor is the rank for library faculty with four or more years of experience who have demonstrated an excellent quality of job performance in their area of specialization. Individuals at this rank provide contributions to the library and the institution. Individuals at this rank also demonstrate significant engagement in professional activities. Individuals at this rank also build leadership and administrative skills and begin to demonstrate the ability to anticipate the needs of the organization. Based on BoR policy (BoR Policy Manual 8.3.6.2), promotion to the rank of librarian associate professor requires the terminal degree in the appropriate discipline or its equivalent in training, ability, and/or experience. Neither the possession of a doctorate nor longevity of service is a guarantee per se of promotion. Initial appointments to the librarian associate professor rank should have a terminal degree in the appropriate discipline or the equivalent in training, ability, or experience (BoR Policy Manual 8.3.1.3).

3. Librarian Professors

Librarian Professor is the rank for librarians with nine or more years of experience who have consistently demonstrated excellent and outstanding job performance. Individuals at this rank are leaders within the library and the institution. In addition, individuals

for contribution, leadership, and mentorship. Consequently, KSU's general expectations for faculty performance and for promotion in rank will be dependent on experience levels and the faculty member's career path.

Experience is correlated with professorial rank, but years of service or successful annual reviews alone are not

Faculty members submitting portfolios for promotion to associate or full professor who do not hold the doctorate or terminal degree must address the criteria for equivalency in their portfolios. The review committee or administrator will consider equivalency at the time the promotion recommendation is considered. Candidates without a doctorate or terminal degree can be promoted if, in addition to the criteria for promotion, they meet the requirements for equivalency as stated in departmental, college, and University guidelines. Each level of review will make a recommendation for promotion and a decision on doctoral or terminal degree equivalency.

The criteria for the optional promotion review are based on criteria established for research faculty for the beginning level of the next higher rank as articulated in department, college, and University guidelines. The same committee structure that is used for and promotion review of tenured and tenure track faculty will be used for the promotion review of research faculty; third and sixth-year reviews stop at the level of the dean.

Non-tenure track research faculty with professorial rank must prepare a portfolio for the optional promotion consideration. The portfolio contents will follow the guidelines for tenure track faculty who are reviewed for promotion, (see KSU Faculty Handbook Section 3.12 (Faculty Review Process - Portfolio Guidelines and Contents)).

Annual reviews and/or portfolio feedback indicating poor performance with little or no improvement over time and based on the department and college promotion and tenure guidelines, provide the basis for nonrenewal of non-tenure track research faculty with professorial rank. Non-tenure track research faculty with professorial rank have the option to respond in writing within 10 calendar days after receiving reviews of their performance, should an appeal be necessary. Response letters are directed to the reviewing committee or administrator and copied to the next level of review. This response will become part of the portfolio that will be forwarded to the subsequent levels of review. The response letter should address the interpretation of the information in the portfolio but it should not include new evidence to be considered in the review process. The reviewer (committee or administrator) does not respond to this letter.

B. Faculty Performance Expectations for Non-Tenure Track Research Faculty with Professorial Rank

Faculty performance is evaluated for non-tenure track research faculty with professorial rank through annual reviews. Non-tenure track research faculty with professorial rank will follow the annual review processes and timelines outlined for non-tenure track faculty in the KSU Faculty Handbook Section 3.12 and Section 3.13.

Consistent with BoR Policy (BoR Policy Manual 8.3.4.2), all non-tenured faculty members who have been awarded academic rank and who have served full-time for the entire previous year under written contract have the presumption of renewal for the next academic year unless notified in writing by the Provost or the President of the institution of the intent not to renew. Notice of intent to renew or not renew a non-tenure track faculty member with professorial rank should follow the schedule outlined by the Board of Regents in the USG Academic &

8.3.8.2). *At Kennesaw State University, a positive annual review will serve as documentation to continue as a lecturer based on exceptional teaching ability and extraordinary value to the institution.*

Initial hiring at the level of senior lecturer is reserved for those individuals with extensive experience and accomplishments in higher education or corporate settings.

In most cases, a lecturer's or senior lecturer's primary responsibility is teaching and therefore, is expected to be a highly effective teacher. In most cases, those responsibilities will primarily be devoted to teaching multiple sections of the same undergraduate courses. The heavy teaching load of such individuals constitutes a full workload and offsets the absence of a full range of regular faculty responsibilities that normally rounds out the typical full undergraduate faculty workload at KSU. In rare cases, the responsibilities assigned to a lecturer or senior lecturer may be individualized and differ from the typical lecturer or senior lecturer workload described above. In such cases, the responsibilities must be specified in the FPA.

Unless otherwise set forth in the Faculty Performance Agreement (FPA), there are no expectations for scholarship. Service responsibilities may be limited to the minimum necessary to successfully teach their assigned courses (e.g., attendance at relevant department meetings and participation on appropriate department committees).

A. Promotion for the Non-Tenure Track Lecturer

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forwarded to the subsequent levels of review. The response letter should address the interpretation of the information in the portfolio but it should not include new evidence to be considered in the review process. The letter will be considered in subsequent levels of review.

Additionally, the university-wide committee only makes a recommendation. In cases where a senior lecturer or lecturer has requested a review by the university-wide committee, a final decision on a senior lecturer or lecturer's non-reappointment is made by the President, in consultation with the Provost.

D. Joint Appointments for Non-Tenure Track Lecturers and Senior Lecturers

If a non-tenure track lecturer or senior lecturer has a joint appointment in two or more academic departments or across two or more divisions, a joint appointment agreement (Memorandum of Understanding; MOU) must be developed. This agreement must delineate how the home unit and the sharing unit(s) will provide input during the promotion process. The joint appointment agreement must specify who can provide input into the faculty member's annual and promotion review and who will write the review(s). Normally, the chair of the academic home department will be responsible for completing annual reviews. The joint appointment agreement must also specify the composition of the promotion committee and how members of the committee will be elected.

E. Conversion Between Non-Tenure Track Faculty Positions

If a non-tenure track lecturer or senior lecturer requests and is granted a conversion to another type of non-tenure track faculty position, the individual's clock is reset, because this is a different faculty type with a different set of expectations and guidelines. Thus, the faculty member will begin the first year in the new non-tenure track faculty

criteria in the FPA. This document will convey accurate information and the criteria by which the faculty member is to be assessed, counseled, and judged. The professional performance at KSU must address the quantity, quality, and significance of the contributions.

The FPA must be updated annually in conjunction with the annual review. Both the annual review and the FPA are integral to the next annual review process. The ARD and the FPA together provide a retrospective and prospective synopsis of a faculty member's performance. They provide the basis for all levels of reviewers to properly assess the contributions of the faculty member.

The ARD addresses items in the past year's FPA. The exact format and layout of the ARD and the FPA will be determined by the faculty member's department. The College P&T Committee, the department chair, the dean, and the Provost must approve these formats. Because the ARD and the FPA are integral to Promotion and Tenure decisions, those documents must reflect the Promotion and Tenure guidelines.

Per BoR Policy Manual, Section 8.3.5.3, academic administrative officers shall be evaluated by the administrator's supervisor using a performance

contingent upon completion of the ARD process. A faculty member has the right to respond to their annual review in writing; any such response will become part of the record.

A faculty member returning from a full leave of absence must complete their ARD and FPA within two weeks of returning from leave during their academic or fiscal contract period. If a faculty member on an academic contract officially returns from leave when they are not under contract, during the summer, the ARD and FPA must be completed within two weeks of the next contract start date.

Within 30 days after the start date, new faculty should develop an FPA in consultation with the Department Chair, to cover the period from the start date to December of the start year.

on College P&T committees. Members of the College P&T Committee and the College P&T Committee chair are elected by the tenured and tenure track faculty of the department during the spring semester. An individual committee chair must be identified for the College P&T Committee. No person can participate in more than one stage of the review process.

Departmental representatives to the College P&T Committee serve two-year staggered terms. When a department does not have tenured faculty members who are eligible to serve, it will elect tenured faculty from outside the department. Faculty whose documents are under review may not serve on their departmental or college P&T committees.

In special cases requiring deviations from the established structure, permission must be obtained in advance from the Provost. Once permission has been obtained, the changes will be communicated to all affected parties.

Reviewers' deliberations shall be based on whether or not the candidate has met the standards for promotion and/or tenure in the department guidelines, in light of the evidence presented in the candidate's portfolio and the reviewers' first-hand observations of the candidate's professional performance.

Votes of review committees are by secret ballot. All deliberations and recommendations of reviews are confidential and may not be discussed with the candidates or with others outside the review committee's membership. The vote tally for and against recommending promotion and/or tenure will be recorded in the digital portfolio workflow (but not names of individuals casting those votes). The committee chair must electronically sign the letter and place it in the digital portfolio workflow. Individual committee members can submit a dissenting letter if they so desire; individual committee member letters will be added to the digital portfolio workflow by the committee chair when the majority letter is submitted. All letters by the committee members and the committee as a whole must be dated the same. All reviewers should remember that e-mail is not a confidential medium; therefore, committee minutes, notes, drafts of review letters, or final letters may not be circulated by e-mail. Sharing documents via OneDrive is permissible.

Withdraw from an Elective Review by Submitting a Written Request for Withdrawal

A faculty member who has initiated an Elective Tenure or Elective Promotion Review may withdraw from the review process at any point prior to the Provost review. Failure to withdraw prior to the Provost review will result in the portfolio proceeding automatically through the remainder of the review process. To withdraw from the review process, the faculty member should fill out the "Form Requesting Withdrawal from an Elective Review for Tenure or Promotion at KSU" and send it to the current level of review. If the portfolio is at a Faculty Response step, the faculty member can upload the form and withdraw the portfolio directly. (See note below if the review involves both an elective and a required review.) The form can be found on the Faculty Affairs website (<https://facultyaffairs.kennesaw.edu/docs/resources/form-requesting>)

If a faculty member has a joint appointment in two or more academic departments or across two or more divisions, the faculty member's joint appointment Memorandum of Understanding, which delineates how the academic home unit and the sharing unit(s) will provide input during promotion and tenure processes, will be followed.

The inclusion of external letters as part of the Promotion and Tenure process is required. External letters will not be required for non-tenure track faculty unless research and scholarship expectations are 50% or more of their workload expectations nor for Post-Tenure Review (PTR). For faculty submitting for promotion from Assistant Professor to Associate Professor and tenure, 3 external letters will be required. For faculty submitting for promotion from Associate Professor to Professor and/or tenure, 3 external letters will be required. The actual process for obtaining external letters will be as follows:

I. Teaching Faculty

- a. The person submitting a portfolio (herein after referred to as the "candidate") and the department chair/school director (herein after referred to as "chair") develop a list of potential letter writers,

Vitae - Vitae should be formatted to clearly demonstrate the quality and significance of the faculty members'

- Documentation indicating leadership assignments
- Evidence of program evaluation
- Supervisor, peer, and employee evaluations
- Copies of products developed

Beyond the material listed above, the faculty member may link to a one-page summary of activity not readily supported by documentation.

3.13 - Multi-Year Review Schedules

Revised March 28, 2023

Promotion and Tenure Reviews, Tenure Reviews (for Tenure Track Faculty), and Promotion Reviews (for Lecturers, Non-Tenure Track Faculty with Professorial Rank (including Clinical, Research and Librarian Faculty), and Tenured Faculty with Professorial Rank)	
Mid-January to Early February	Chair and Faculty decide on external letter writers as required (if applicable)
Mid-February to Early May	Chair sends request for external letters (If the letter writer declines, the chair will choose another letter writer in the order of the list.)
July 1st	Due date for external letters (If fewer than the number of letters requested by the chair are received, the chair will so note in the portfolio and the review will proceed.)
Mid-August	Candidate submits portfolio to digital portfolio workflow
Mid-August to Mid-September	Department P&T Committee review (see NOTE)
Mid-September to Early October	Department chair review (see NOTE) (Department chair review can begin earlier, but no chair recommendations should be made before the end of the optional faculty response deadline to the Department P&T Committee review.)
Early October to Early November	College dean's review (see NOTE)
November to December	College Committee review (portfolios with any negative recommendations or requests for additional review)
November-December-January	Provost Review and Referral to College Committee as needed
January to Early February	College reviews as needed based on Provost's request (see NOTE)

Promotion and Tenure Reviews, Tenure Reviews (for Tenure Track Faculty), and Promotion Reviews (for Lecturers, Non-Tenure Track Faculty with Professorial Rank (including Clinical, Research and Librarian Faculty), and Tenured Faculty with Professorial Rank)

April

Submission to Board of Regents for their records

Section 4 - Personnel, Fiscal, & Institutional Policies

4.1 - Faculty Appointments and Contracts

4.1.1 - Faculty Appointments

4.1.2 - Graduate Faculty Status

4.1.3 - Joint Appointments

4.1.4 - Faculty Employment and Separation

4.1.4.1 - Employment Contracts

4.1.4.2 - Notice of Faculty Resignation or Retirement

4.1.5 - Filling Vacant Faculty Positions and Faculty Search and Screening Process

4.1.6 - Faculty Relocation and Moving Expenses Policy

4.1.7 - Redirection and Reassignment of Filled Faculty Positions

4.1.8 - Non-Renewal of Employment Contracts for Individuals with Faculty Status

4.1.9 - Removal of a Faculty Member for Cause

4.1.10 - Visiting Faculty Appointments

4.1.11 - Limited Term Faculty Appointment

4.1.12 - Part-time Teaching Faculty Appointment

4.1.13 - Salary Conversion for Fiscal and Academic Year Appointments

4.1.14 - Adjunct Faculty Appointments

4.1.15 - Visas for Non-U.S. Citizens

4.1.16 - State Restrictions on Kennesaw Faculty Employment Elsewhere in the University System

4.1.17 - KSU Academic Affairs Electronic Records Policy

4.2 - Compensation & Benefits

4.2.1 - Academic Year Pay Procedures

4.2.2 - Summer Employment and Compensation

4.2.3 - KSU Faculty Exchanges

4.2.4 - Stipend and Overload Compensation Guidelines

4.2.5 - KSU Employee Benefits

4.3 - Workplace Policies and Procedures

4.3.1 -

Appointment to the Graduate Faculty carries approval to teach or otherwise academically supervise students at the post-baccalaureate level, eligibility to participate on graduate committees, and eligibility to elect representation for graduate committees. Members of the Graduate Faculty are expected to demonstrate a high level of scholarly activity and active professional involvement in their discipline and are required to demonstrate teaching expertise at advanced and specialized levels appropriate for graduate programs.

The Graduate College is responsible for providing leadership and oversight for graduate education at Kennesaw State University. The Graduate College dean is responsible for ensuring institutional standards for graduate programs,

Teach graduate courses.

Supervise graduate research assistants (GRAs) and graduate teaching assistants (GTAs).

Serve as voting members and chairs of university graduate committees.

Serve as chair, member, or reader for thesis and dissertation committees.

To be eligible for Full Graduate Faculty status, a faculty member must have the following qualifications:

Teaching: KSU must offer graduate courses for which the faculty member has a CIP match or approved justification by the pertinent department chair and Graduate College dean.

Research: The faculty member must have EITHER 1) an active record of research in the discipline over the past five years; OR 2) earned a terminal degree in the discipline in the last five years; OR 3) a special exemption based on professional qualifications.

Employment Status: The individual must hold a tenure-track position at KSU.

Associate Graduate Faculty Status

Associate appointments to the Graduate Faculty are made for up to five-year terms and make faculty members qualified to:

Teach graduate courses.

Supervise graduate teaching assistants (GTAs).

Serve as voting members of university graduate committees. Serve as member or reader

Serve as member or reader for thesis and dissertation committees.

Process for Appointment

The Graduate College dean is responsible for approving membership in the Graduate Faculty. This process is initiated by the applicant and routes to their department chair. The department chair will verify the applicant's qualifications for Graduate Faculty status or provide a justification for an exemption. All individuals assigned to engage in post-baccalaureate instruction must be reviewed for Graduate Faculty status prior to the start of their assigned courses.

The Graduate College dean may appoint a panel of graduate faculty to review applications. Instructions for requests for appointment to Graduate Faculty are available on the Graduate College website (<https://graduate.kennesaw.edu>).

Approved status is effective as of the day of the award and expires after the period of time assigned to the status category. The Graduate College dean may review and modify the award of Graduate Faculty status at any time.

Status of KSU Administrators

KSU faculty members who have already established Graduate Faculty status and who serve as President, vice presidents and associate vice presidents, vice provosts and associate vice provosts, academic deans and associate/assistant deans, and department chairs sustain their Graduate Faculty status for the duration of the time they are in administrative appointments. When they return to faculty appointments, they retain the Graduate Faculty appointment for at least two years, after which they must reapply.

Individuals hired into KSU simultaneously as faculty members and administrators must apply for Graduate Faculty status to be eligible to teach graduate courses, supervise GRAs/GTAs, or serve on thesis/dissertation committees.

Revocation of Membership in the Graduate Faculty

Revocation may occur for egregious acts or when a faculty member fails to fulfill the responsibilities of a member of the Graduate Faculty to teach graduate student(s) effectively, in a civil, professionally appropriate manner, to do scholarly research and creative work of high quality or remain active in the practice of the profession, and to direct the research/professional development of graduate student(s) so that they progress toward graduation in a timely manner appropriate to the field. Failure to teach graduate students eff

4.1.4.1 - Employment Contracts

Full-time faculty are issued either a fiscal year (12-month) or academic year (9-month) employment contract annually, usually in June preceding the start of a new fiscal year on July 1. These are "term" contracts for a period of only one year. A faculty member will not be reemployed in a subsequent year unless there is a new and separate contract issued for that year. (see KSU Faculty Handbook Section 4.1.8 on Non-Renewal of Employment Contracts for Individuals with Faculty Status for further information in this regard). Contracts for 12-month faculty begin at the first of the month and usually begin on July 1 of the contract year.

According to BoR policy, all tenured faculty members employed under written contract for the fiscal or academic year shall give at least sixty (60) days written notice of their intention to resign to the president of the institution or his/her designee (BoR Policy Manual 8.3.4.1). At KSU, the President's authorized representatives are the academic and/or administrative home department(s) chair(s) and dean(s).

4.1.4.2 - Notice of Faculty Resignation or Retirement

All faculty members considering separating from employment are encouraged to first contact Human Resources to discuss the timing of providing notice as it relates to the last day of employment, contract status, semester transitions, and benefits coverage. Conversations of this nature will not be considered notice of resignation or shared with department leadership nor do they replace the need for written notice of resignation. As a general rule, faculty members who do not sign a new contract will be considered to no longer be employed as of August 1.

Faculty are also encouraged to begin conversations with Human Resources well in advance declaring intent to retire to ensure that all retirement eligibility requirements have been met. Due to considerations for both retirement benefit payments and medical coverage into retirement, a lead time of three months is usually required to smoothly transition from employment into retirement.

4.1.5 - Filling Vacant Faculty Positions and Faculty Search and Screening Process

The academic search and screening process proceeds according to established guidelines. The guidelines for filling faculty vacancies are available on the Faculty Affairs website (https://facultyaffairs.kennesaw.edu/hiring_policies/conducting_faculty_searches.php).

4.1.6 - Faculty Relocation and Moving Expenses Policy

Relocation and moving expenses may be provided to new, full-

4.1.7 - Redirection and Reassignment of Filled Faculty Positions

Specific job duties and responsibilities of teaching and administrative faculty are constantly subject to change or modification as the circumstances and needs of the University and its units change. Departmental or unit reorganization or elimination may result in significant staffing changes. Administrative unit heads have the responsibility to manage the assignment, reassignment, redirection, and reorganization of job duties and responsibilities of the employees in their

status within the classified staff system. (It is not uncommon for administrative faculty in non-instructional departments to have emerged from classified staff roles earlier in their careers.)

4.1.8 - Non-Renewal of Employment Contracts for Individuals with Faculty Status

All Non-tenured Faculty with Academic Rank

Consistent with BoR policy (BoR Policy Manual 8.3.4.2), all non-tenured faculty members who have been awarded academic rank (assistant professor, associate professor, professor, clinical assistant professor, clinical associate professor, clinical professor, librarian assistant professor, librarian associate professor, librarian professor, research assistant professor, research associate professor, and research professor), are employed under written contract, and who have served full-time for the entire previous year have the presumption of renewal for the next academic year unless notified in writing by the Provost or the President of the institution of the intent not to renew.

Non-tenured faculty and other non-tenured personnel employed under written contract shall be employed only for the term specified in the contract and subsequent or future employment, if any, shall result solely from a separate offer and acceptance requisite to execution of a new and distinct contract.

Notice of intention to not renew the contract of a non-tenured faculty member who has been awarded academic rank of assistant professor, associate professor, professor, clinical assistant professor, clinical associate professor, clinical professor, librarian assistant professor, librarian associate professor, librarian professor, research assistant professor, research associate professor, or research professor is the prerogative of the institution and written notice of intent not to renew follows this schedule:

- a. At least three (3) months before the date of the contract in the faculty member's first year of service with any of the above academic ranks at the current institution;
- b. At least six (6) months before the date of the contract in the faculty member's second year of service with any of the above academic ranks at the current institution.

Procedures for removal of a faculty member shall be those specified in Board of Regents Policy Manual 8.3.9.2.

4.1.10 - Visiting Faculty Appointments

Faculty members who are employed at another non-USG institution and are temporarily employed at Kennesaw State University for a designated short-term period may be appointed as a Visiting Faculty member. These faculty may be on a temporary leave of absence or sabbatical from their home institution, an executive on loan, or a visiting international faculty member and are expected to return to their home institution at the end of their appointment at Kennesaw State University. The same appointment process for limited term faculty is used for visiting faculty if Kennesaw State University is providing a salary. The same appointment process for adjunct faculty is used for visiting faculty if Kennesaw State University is not providing a salary.

4.1.11 - Limited Term Faculty Appointment

The appointment letter for limited term faculty explicitly at the time of employment that there is no official institutional commitment of continuing employment beyond the single term of the limited-term assignment. Such a limited term appointment can be made without a formal search and screening process but it requires administrative recommendation and approval at all levels between the position's department and the President. A limited term appointment is typically made in circumstances where a new vacant position has been created or an existing position has been vacated unexpectedly and there is insufficient time to conduct a proper search for a "continuing" appointment before the instructional and/or administrative services from that filled position are needed by the University. However, departments must attempt to fill a continuing, budgeted full-time, tenure-track or non-tenure-track position with a permanent faculty member, as soon as possible. Regular faculty who are not hired through a competitive search will typically be given a "term" appointment for one academic or fiscal year and may be reappointed for one (1) additional

yearly and the administrator's supervisor should adjust the stipend as needed in order to maintain both an appropriate nine-month faculty salary and a competitive twelve-month administrative salary including stipend.

Forms for administrative stipend requests are available on the Faculty Affairs Forms and Templates website.

4.1.14 - Adjunct Faculty Appointments

The University System of Georgia usually reserves "adjunct faculty status" for courtesy or honorary appointments by institutions. The primary characteristic that usually distinguishes "part-time faculty status" from "adjunct faculty status" is that part-time or visiting faculty are compensated for their services, and adjunct faculty are not.

KSU grants adjunct faculty status through the office of the Provost and Senior Vice President for Academic Affairs, typically upon the recommendation of a department chair and dean. Adjunct faculty are individuals who regularly make significant volunteer contributions of their personal time, talents, energy, and resources to the instructional program of the University. Regular and significant volunteer contributions are typically made by student teaching supervisors, nursing preceptors, coop and internship supervisors, regular guest lecturers, who provide significant components of courses or programs annually, and others. These courtesy appointments will be made on an annual basis, renewable at the discretion of the University, and serve as a small token of the University's appreciation and recognition for the valuable contributions made to the instructional program and its students.

The title, "Adjunct Professor" will be used for the courtesy appointments of individuals who hold a doctoral or equivalent terminal degree. All others will be appointed "Adjunct Instructor." Adjunct instructors will normally be expected to hold at least a master's degree unless the individual has established an exceptional record of accomplishment and demonstrated success in the area of contribution to the University's instructional program. Submission of formal credentials and transcripts will not be required for these courtesy appointments.

Unless a special exception is granted by the Provost and Senior Vice President for Academic Affairs (and required credentials and transcripts are on file), adjunct faculty will not serve as the instructor of record for any KSU course or grade roster. Adjunct faculty will not be compensated by KSU for their contributions or service, nor will they normally have employment status at KSU. Adjunct faculty status is courtesy or honorary appointment and earns no credit toward tenure.

According to State law as recently interpreted by Georgia's Attorney General, employees of one unit of the University System are generally not to be employed by another unit or office of the University System. This includes part-time and/or summer teaching employment. Exceptions can be made, but special conditions must be met, involving negotiated written agreements between the two institutions.

If you are engaged in or plan to accept any additional employment elsewhere in the University System of Georgia over and above your employment at Kennesaw State, please contact your department chair so that steps can be taken to bring your plans into compliance with State Law.

4.1.17 - KSU Academic Affairs Electronic Records Policy

The Office of Academic Affairs at Kennesaw State University recognizes electronic records as the official and authoritative records.

4.2 - Compensation & Benefits

4.2.1 - Academic Year Pay Procedures

4.2.2 - Summer Employment and Compensation

4.2.3 - KSU Faculty Exchanges

4.2.4 - Stipend and Overload Compensation Guidelines

4.2.5 - KSU Employee Benefits

4.2.1 - Academic Year Pay Procedures

Each paycheck will include one-tenth of the faculty member's academic year salary. Fringe benefit deductions that are required for 12-month coverage (e.g., health insurance, long-term disability insurance, etc.) are deducted on a monthly premium schedule August through December and on a seven-fifths monthly premium schedule January through May. In utilizing this method, the full-year's premiums are deducted over the 10 paychecks. Paychecks are distributed by electronic transfer (direct deposit) for all full-time and part-time faculty as required by Board of Regents policy. The first five checks will correspond to the fall semester and the last five will be for the spring semester.

4.2.2 - Summer Employment and Compensation

All faculty members employed under academic year contracts are eligible for employment during the summer term for extra compensation. This extra compensation cannot exceed 33- 1/3% of their salary for the immediately preceding academic year contract (BoR policy 8.3.12.3). This 33-1/3% is from any funding source including grant funds or employment at another USG institution. The University makes no guarantee of availability of summer employment. Any employment opportunities are dependent on enrollment and the best interests of the University. Summer employment opportunities may include instructional or non-instructional assignments. Non-instructional assignments include sponsored program activities and/or other special assignments for the University (usually limited to high priority needs such as special initiatives) and require the prior approval of the faculty member's college dean. Compensation for instructional assignments is normally at the rate of 10% of the faculty member's academic year salary for a three-semester hour course; colleges may have alternative compensation models based on class size.

Summer compensation for field supervision and individualized course instruction will be based upon the approved equivalents of such activity per semester hour or per 3-hour semester course. Compensation for non-instructional assignments will vary with the assignment and should be based on the percentage of time devoted to the project. For example, if a faculty member devotes approximately half a full-time summer commitment to the non-instructional assignment, they would be paid 15% of their academic salary. Faculty employed during the summer term are to be paid in two checks, one on the last working day in June and the other on the last working day in July.

Faculty members serving in nine-month limited term faculty positions during the Spring Semester preceding the summer term may be eligible for employment during the summer term on an as needed basis. The compensation during the summer term cannot exceed 33-1/3% of their annual nine-month limited term salary for the immediately preceding academic year. All other policies and procedures for full-time contracted faculty summer employment and compensation will apply.

4.2.3 - KSU Faculty Exchanges

If one's teaching and research abroad are part of an official KSU exchange (i.e., has the Department's, College's, Global Education's, or University System's sponsorship and endorsement), salary and benefits will ordinarily be continued as usual. The faculty member is simply on a special assignment when doing teaching and research abroad. These exchanges will have no effect on tenure, promotion, or PTR clocks.

4.2.4 - Stipend and Overload Compensation Guidelines

4.2.4.1. Stipends

Stipends are a fixed amount of additional money for performing a specific non-teaching task; paid regularly; a stipend is a payment in addition to the base pay for an assignment which is not part of the employee's ongoing faculty appointment, but which is part of the normal workload, i.e. within the assigned percent of full time. A stipend is used to separate the portion of compensation paid to an employee for the effort and responsibility related to a special assignment. If the special assignment ends, the stipend is removed and the salary will revert to the salary for the ongoing teaching faculty appointment.

A) Administrative Stipend - Faculty administrators who receive a Faculty Ranked Administrator contract is defined as "administrative"; these faculty will receive 9- or 12- month Faculty Ranked Administrator contracts/administrative stipends serving in the role as an administrator. Given when a faculty member is asked to perform administrative duties that are outside the scope of the faculty member's position. PTR clock stops for the duration of the assignment; faculty receiving administrative stipends are not eligible for teaching faculty awards nor may they serve on University/college/department committees as teaching faculty.

The USG Academic & Student Affairs Handbook 4.3.5 states: *"When a faculty member on an academic year contract is given a fiscal year administrative appointment, institutions should pay the faculty member an administrative stipend based on the job description and responsibilities related to their administrative role. The administrative stipend should be identified separately from the base salary amount in the faculty member's contract and the contract should specify that the stipend will no longer be available when the administrative appointment ends."*

Positions in which faculty are eligible to receive administrative contracts and an administrative stipend include Provost; assistant/associate/vice presidents; assistant/associate/vice/senior vice provosts; deans; assistant/associate deans; department chairs/school directors; assistant/associate/directors of academic units (e.g., CETL); special assistant to President/Provost; others per President/Provost

B) Non-Administrative Stipend - For non-administrators who receive a teaching contract; assignment is non-teaching and is expected to continue; these faculty will not receive administrative contracts but will remain on a 9- or 12-month teaching faculty contract. PTR clock does not stop. Faculty receiving non-administrative stipends are eligible for teaching faculty awards and may serve on University/college/department committees as teaching faculty.

Positions in which faculty may be eligible to receive non-administrative stipends include, but are not limited to, assistant/associate department chairs/school directors; program coordinators; and others as determined by the dean and/or department chair/school director.

Stipends for 9-month faculty can be paid in the summer by putting the stipend amount on the summer payroll. Stipends count towards the 33.33% earning maximum for summer pay.

4.2.4.2. Overloads

Overloads are a temporary amendment to contract for additional teaching, research, or service responsibilities; defined as those activities in excess of activities expected as part of the defined workload formula. Full-time faculty at Kennesaw State University may be requested to perform service in excess of full-time effort for institutional-funded activities. Per BoR Policy (USG Academic & Student Affairs Handbook 4.11): *"Under certain circumstances, qualified teaching faculty and administrative faculty may be called upon to take on additional teaching, research, or service responsibilities at their home institution. Whenever possible in this situation, the institutions should consider adjusting the individual's primary duties to incorporate the extra duties associated with the overload(s). If it is determined that a workload adjustment cannot be made, the faculty member's contract should be amended to reflect a temporary change in compensation warranted by the additional responsibilities. A contract modification should also be done when faculty are involved in joint staffing agreements that warrant additional compensation at another USG institution (see Section 5.3.3 in the Business Procedures Manual)."*

Contract modifications should be done using the USG Contract Addendum for Temporary Overload Compensation. Because overloads involve a modification to a faculty member's original KSU contract, section 5.3.2 of the BoR Business Procedures Manual on Extra Compensation does not apply to faculty overloads.

KSU's procedures for complying with and interpreting Regents Policy are outlined below. Prior approvals for proposed overload compensation are expected to be secured using the required form (which is on the Academic Affairs webpage) before the overload assignment commences.

Conditions of an Overload Assignment

Faculty who assume overload assignments for overload pay must meet expectations in all of their normal in-load work assignments. In-load work assignments typically include the expected fulltime commitment of the faculty member to teaching, professional service (including administration), scholarship and creative activity, and academic achievement and professional development. Overload pay is not appropriate for an individual if the work can be readily assigned on an in-load basis to another qualified person or if the individual's existing assignments can accommodate the work or can be readily reduced, rearranged, or reassigned in order to accommodate the work on an in-load basis.

Whereas KSU is in full or partial operation seven days a week

who write themselves into grants or contracts for services that involve overload pay create the potential for a perceived conflict of interest or obligation.

When an apparent conflict of interest exists within a department, college, or division, an administrator at another level of authority beyond that unit must confirm that the overload compensation is appropriate and does not constitute a conflict of interest or obligation.

Avoiding Conflicts with Grants

Faculty can perform work as additional pay from a grant provided that it is allowable by the grant. It is strongly encouraged that a dialogue should exist between the dean/chair and faculty as to what their agreed time distribution should be at the beginning of each academic year (split between research, service, and teaching) and that no faculty member should need to regularly seek additional pay for work on a grant, rather, it should be a part of their expected duties outlined by the chair and dean. In short, use of the Contract Addendum (additional pay) for work on grants should not be an ongoing and predictable form of increasing total compensation. It would be most preferable for faculty working on grants and receiving pay from the grant(s) that this be part of the faculty member's expected workload and the off-set savings from the portion of salary paid by the grant be used by the dean or chair to offset loss in teaching or service capacity by the college or department by, for example, employing limited term professors.

Furthermore, it is important to note that federal grants explicitly do not allow for overload while working on a federal grant regardless of funding source for the overload. Some non-federal grants may also explicitly state such a restriction. Any non-federal grant supported by federal funds is also subject to federal grant restrictions. In short, there can be no additional pay for grant work unless the grant is: a) non-federal; b) not supported by federal dollars; and c) does not explicitly restrict additional pay. For additional information, contact the KSU Office of Research.

4.2.4.3. Extra Compensation

Extra compensation may be paid to USG faculty when all four of the following conditions exist:

1. The work is carried in addition to a normal full load;
2. No qualified person is available to carry the work as part of normal load;
3. The work meets institutional needs and priorities as determined by the institution President or designee; and
4. The additional duties are not so heavy as to interfere with the performance of regular duties.

When extra compensation is paid, it shall be in line with compensation paid for performance of similar duties. (see Board of Regents Policy Manual Section 8.3.12.5)

4.2.5 - KSU Employee Benefits

Sick Leave Benefit and Reporting Responsibility for Faculty

One of the faculty's employment benefits in the University System of Georgia is the award, accumulation, and use of sick leave. A day of sick leave (8 hours) is awarded to a faculty member for each month of benefited employment during the academic year. Faculty on twelve-

The faculty member who takes sick leave is typically responsible for making arrangements for the coverage of missed classes and meetings, notifying the person to whom the faculty member reports at KSU, rescheduling his/her appointments, and reporting the number of days of sick leave used each month via the appropriate time reporting system.

Faculty members are expected to report the use of sick leave via the payroll system at least monthly. Administrators

The President ordinarily will not approve a request for a leave with pay if the applicant for leave has been

2. The chair or unit head will appoint a peer review committee consisting of a minimum of three members. This review committee may be the Department Promotion & Tenure Committee. After reviewing all materials submitted, by checking the appropriate box on the "Recommendation for Award of Emeritus/Emerita Status" form, the committee shall indicate their recommendation (either positive or negative). Their recommendation will be based on a simple majority vote of the committee. They will then forward the form, the employee's summary of accomplishments, and vita to their department chair/school director.
3. After reviewing all materials submitted, by checking the appropriate box on the "Recommendation for Award of Emeritus/Emerita Status" form, the chair/director shall indicate their recommendation (either positive or negative). They will then forward the form, the employee's summary of accomplishments, and vita to their dean.
4. After reviewing all materials submitted, by checking the appropriate box on the "Recommendation for Award of Emeritus/Emerita Status" form, the dean shall indicate their recommendation (either positive or negative). They will then forward the form, the employee's summary of accomplishments, and vita to the Provost.
5. The Provost will forward all recommendation materials to the President for final action.
6. The recommendation of the President shall be conveyed to the candidate no later than three months after the initial request date.

Upon approval of emeritus status, the faculty member/administrator shall be entitled to the following subject to fiscal constraints placed upon the University:

KSU emeritus faculty/administrator photo identification card

Full library privileges, using emeritus I.D. card, including borrowing rights and interlibrary loan privileges

Emeritus Faculty and Administrators not currently employed by KSU may park in visitor parking at no charge

Faculty discount on selected KSU Bookstore purchases.

Admission to campus events the same as an active employee

Invitation to march in academic procession at Commencement or other occasions

Invitation to attend opening of university faculty meetings

Living emeritus faculty and administrators will be listed in the University catalogues and the faculty/staff directory

Emeritus faculty members and administrators shall be retained on all mailing lists that contain information of general interest, unless they specifically request that their name be omitted from such lists. They will also be retained on invitation lists for social functions to which non-retired faculty/administrators of equivalent rank are invited

Emeritus faculty shall have continued use of KSU e-mail address

Emeritus faculty and administrators may serve as a consultant to various standing and ad hoc committees of the University, college or department when called upon by a committee chairperson and approved by the President, Provost, dean, or department chair

All emeritus faculty and administrators are eligible for a free membership at the KSU Fitness Center on the same basis as regular faculty & staff

All emeritus faculty are eligible to be appointed as adjunct or as part-time faculty and teach courses on an as needed basis upon the approval of the department chair, dean, and Provost and subject to procedures for rehiring retired employees

Mail services shall be provided by the department for emeritus faculty, subject to certain restrictions

In some specific situations, with the approval of the appropriate department and/or unit authority, and subject to budgetary constraints, an emeritus faculty may be entitled to:

Laboratory/experimental/performance/studio space - This is not an entitlement for all faculty who make the transition to emeritus status. Rather, such space will be recommended by department chairs to the dean whenever possible for those individuals who maintain an active research/creative activity program that is characterized by: (a) sufficient external funding to support their research activities including the support of technical assistants, post-doctoral fellows, and students; (b) continuing contributions to the department's academic mission and vision; and (c) demonstrable contributions to the discipline through the propagation of

4.4.3 - KSU Faculty Conflict Resolution Procedures

4.4.4 - KSU Academic Freedom Complaints

4.4.1 - Grants and Contracts

The Office of Research (OR), an organizational unit under the Office of the President, is the service and support office for external funding activities. This office provides services to support faculty throughout the proposal and grant process. The OR is responsible for all pre-award and post-award functions and provides a full array of services such as identification of funding sources, interpretation of guidelines, assistance with proposal development, technical writing and editing, budget development, proposal submission, award and contract negotiation, grants management, and project accounting and billing.

Faculty should notify the OR of their intention to submit a proposal at least two weeks before the sponsor's deadline. All proposals for external grant or contract funding must be routed through Cayuse, KSU's electronic grants management system; when proposal review and routing are complete, OR will submit the proposal. Please see the Sponsored Programs website for more information about routing and timelines and the Research Development website for information about funding opportunities and proposal support.

Once a grant or contract has been awarded to the University, the OR negotiates and finalizes the terms and conditions of the award with the sponsor. The OR works closely with faculty in the fiscal management of grants and contracts awarded to the University and assigns a Grants Manager to work with the project director throughout the life of the award. The OR is responsible for ensuring that the business interests of the University are protected and that the University complies with award provisions. The staff maintains auditable records in support of charges to grants and contracts and prepares and files fiscal reports required by the sponsor.

A few reminders:

Kennesaw State University Research and Service Foundation is the legal applicant for all proposals submitted by faculty.

Funds and resources of the University cannot be obligated without the required approvals in Cayuse.

The Vice President for Research or designee is the official authorized representative for signing all contracts.

Line-item budgets that include facilities and administrative costs (indirect costs) must accompany all proposals and awards; contact OR for assistance.

4.4.2 - Procedures for Handling Student Complaints Against Faculty Members

Introduction

From time to time, students may feel that they have legitimate complaints against a faculty member. It is important that they and the accused faculty member have a common understanding of how such complaints may be resolved. To alert students, faculty, and administration to channels available for complaints, the following procedure is presented. This procedure is not applicable to cases involving discrimination or sexual harassment (see KSU catalog, Student Rights and Responsibilities section). This procedure is also not applicable to cases of violation of stated grading policy (see KSU catalog, Academic Policies section). In those instances, the established KSU procedures should be followed. For general guidance in making a complaint, students may utilize the Office of Student Advocacy as an informal resource for assistance.

Procedure

It is the responsibility of the student to bring concerns or complaints for resolution. Complaints against a faculty member should be resolved at the lowest level possible. When a student has a complaint, the student should follow the procedures below in the order stated. Attempts to circumvent the procedure will be redirected to the appropriate level of resolution. For example, the President, Provost, or dean will refer grievants to the faculty member or to the department chair/school director as the first level of resolution.

Informal: Students are encouraged to discuss and resolve a complaint at the lowest possible level. In general, students should talk to the faculty member. In cases where the student is uncomfortable talking to the faculty member, they should talk to the faculty member's immediate supervisor (the department chair/school director or if the faculty member is a chair/school director, that faculty member's dean). Informal resolution of a complaint should be attempted prior to filing a formal complaint. Faculty, department chair/school directors, and/or deans are encouraged to be available to students for such discussions so that, if possible, the issue can be resolved informally.

Formal: In situations where such informal resolution does not occur because the student feels uncomfortable discussing the problem with the faculty member or because the discussion with the faculty member, faculty member's department chair/school director, and/or faculty member's dean is not successful, the student must follow the process outlined below to file a formal complaint against a faculty member. The appeal must be in writing and describe the precise basis of the appeal. Any pertinent information must be submitted in writing with the appeal in order to be considered in the appeal.

Step 1

The student makes a formal complaint to the faculty member's department chair/school director.

If the student's formal complaint against faculty involves behavior that occurred during a course, the complaint must be submitted at the latest within 5 business days after the first day of classes of the next academic term after the academic term in which the student has a complaint. Student complaints regarding final course grades are governed specifically by the Grade Appeal Procedure detailed in the University catalog.

If a student's formal complaint against faculty is unrelated to behavior that occurred during a course, then the student is encouraged to make the complaint as soon as reasonably possible to allow the department chair/school director to conduct a thorough and impartial review of the complaint. Timely reporting allows for better preservation of witness testimony and other evidence.

The department chair/school director will review the formal complaint, conduct any additional fact-finding, and provide a decision in writing to the student within 15 business days of receipt of the formal complaint.

Step 2

The student may appeal the department chair/school director's decision by directing his/her complaint, in writing, to the faculty member's college dean within 15 business days from the date of the chair/school director's decision. The dean will review the complaint, conduct any additional fact-finding, and provide a decision in writing to the student within 15 business days of the receipt of the formal complaint.

Step 3

The student may appeal the dean's decision by directing the complaint, in writing, to the Provost and Senior Vice President for Academic Affairs within 15 business days of receipt of the dean's decision. The Provost and Senior Vice President for Academic Affairs will review the complaint, conduct any additional factfinding, and provide a decision in writing to the student within 15 business days of receipt of the formal complaint.

Step 4

The student may appeal the Provost and Senior Vice President for Academic Affairs' decision by directing the complaint, in writing, to the President of the University within 15 business days of receipt of the Provost's decision. The President will provide a decision in writing to the student. The President's decision is final.

Just as students may file a written appeal of a decision to the next level, faculty may also appeal a decision, in writing, to the next level of review. The faculty member will receive copies of any written documents produced during the complaint resolution (at any level) and will be given the opportunity to respond to each document within 10 business days of receipt of the document, and the response will be directed to the next level of review. The faculty member will be informed at any point at which written documents concerning the complaint are placed into the faculty member's personnel file and will be allowed to respond, in writing. Faculty are reminded that KSU policy and Federal law prohibits any form of retaliation against any individual who has been involved in this process (see KSU catalog, Student Rights and Responsibilities, Reaffirmation of Equal Employment Opportunity and Affirmative Action Policies section).

Step 5

A student or faculty member aggrieved by the President's final decision in the matter may apply to the Board's Office of Legal Affairs ("Legal Affairs") for a review of the de

hiring decisions (see Kennesaw State University Faculty Handbook Section 4.1.5 - Filling Vacant Faculty Positions and Faculty Search and Screening Process),
changes to administrative appointments (see KSU Faculty Handbook Section 1.1),
administrative changes to student grades,
salary decisions (see Kennesaw State University Faculty Handbook Section 4.2 - Compensation & Benefits),
transfers or reassignments (see Kennesaw State University Faculty Handbook Section 4.1.7 - Redirection and Reassignment of Filled Faculty Positions),
removal of a faculty member or non-renewal of a contract of a non-tenured faculty (see KSU Faculty Handbook Section 4.1.9 ; BoR Policy Manual 8.3.9.1, 8.3.9.2, 8.3.9.3),
termination or layoff because of financial exigency or program modification (Board of Regents Policy Manual 8.5.2 - Layoffs or Terminations; 8.3.7.9 - Termination/Layoff of Tenured Personnel due to Program Modification),
normal supervisory counseling (for example, chair discussing classroom management issues with a faculty; dean discussing handling of personnel issues), or
scholarly misconduct (KSU University Handbook Section 5.2.3)

II. Informal Procedures for Resolving Conflict

While informal resolutions are not required, all faculty are strongly encouraged to work through conflicts informally beginning with the person with whom they have differences. As necessary, a faculty member may also informally resolve conflicts by contacting their immediate supervisor. The supervisor should then arrange a meeting with the faculty member and all concerned should make a good faith effort to resolve the problem. Good faith efforts to informally resolve the conflict may include conferring with University administrators to evaluate and assist with the informal resolution of the conflict. If the conflict is with the faculty member's first line supervisor or some other person that the faculty member does not wish to approach directly, the faculty member may talk with their next line supervisor or the Office of the Ombudsman.

The Office of the Ombudsman provides confidential and informal assistance in the resolution of university-related concerns. An Ombuds cannot impose solutions but can help identify options and strategies for resolution. Parties

In general, all formal grievances should be reviewed at a minimum of two levels if possible, within the complainant's college/unit including the head of the academic or administrative unit, or designee. If the respondent (individual against whom complaint is brought) is the faculty member's immediate supervisor, then the review process will start at the next

12. Signature of complainant and date (electronic submission of Grievance form constitutes signature).

Pursuant to Section IV of this policy, the Assistant Vice President for Faculty will constitute the Grievance Hearing Committee within 15 calendar days of receipt of the petition for review. Within 14 calendar days of the establishment of the Grievance Hearing Committee, the Assistant Vice President for Faculty will convene the initial organizational meeting of the Grievance Hearing Committee. The Chair of the Grievance Hearing Committee will schedule a meeting to review the petition for review within 10 calendar days of the initial organizational meeting unless reasonable cause is documented to the parties as to why it should take longer than the prescribed time frame.

The respondent will have an opportunity to identify witnesses and provide documents to the Grievance Hearing Committee. A copy of the documents will be provided to the complainant.

A complainant who wishes to address the Grievance Hearing Committee orally must make the request in the written petition. If no oral presentation is requested, the review will be based upon the written record. The Grievance Hearing Committee may call a hearing, if they deem necessary. If a hearing is called, it must be conducted within 21 calendar days unless reasonable cause is documented to the parties as to why it should take longer than the prescribed time frame.

When a hearing is called, the following procedures will apply:

1. The Grievance Hearing Committee chair will notify complainant and respondent of the date, time, and place of the hearing.
2. The hearing will be recorded via audio recording. Tapes and records of the hearings may be subject to disclosure under the Georgia Open Records Act. Archives will be kept in Faculty Affairs.
3. The petition will be heard by members of the Grievance Hearing Committee.
4. Members of the Grievance Hearing Committee will be excused from service on a particular case under the following circumstances:
 - a. If they have a personal or professional relationship with any party to the case which would prejudice them from rendering an objective judgment in the case.
 - b. If the case involves a student, faculty member, or staff member in the same department or unit as a member of the Grievance Hearing Committee.
 - c. In the event a committee member is excused from service on a particular case, the Faculty Senate, Chairs' and Directors' Assembly, or Academic Deans Council will select an alternate from the appropriate constituency to serve on the committee for that case.
5. If an oral hearing is to be held, the complainant making the appeal shall present first in the hearing; respondent(s) shall present after the complainant.
6. The respondent against which the appeal is directed will be afforded /F3aliChearin 1 150.33 409.4Chearin7s CETr0 1 412.ui/,n ry Tf1

12. The complainant has the burden of proving by the preponderance of the evidence that the complainant has been wronged. If, at the conclusion of a review, the Grievance Hearing Committee is unable to reach a decision, the complainant fails to carry this burden and the finding should be in the respondent's favor.

The Assistant Vice President for Faculty will proceed to make all arrangements for a formal hearing before a Grievance Hearing Committee and assure that all materials submitted are available to the Complainant, the Respondent(s), and Grievance Hearing Committee members in advance of the formal hearing. The initial organizational meeting of the Grievance Hearing Committee will be within 14 calendar days from the date of selection of the Grievance Hearing Committee. Upon convening the Grievance Hearing Committee, and in the presence of both the Complainant and the Respondent(s), the Assistant Vice President for Faculty will give a brief charge to the Grievance Hearing Committee, specifying the allegations and summarizing the University policy. The Grievance Hearing Committee will elect a chair by majority vote. The meeting will then be turned over to the Grievance Hearing Committee Chair who will preside over all the meetings of the Grievance Hearing Committee until the review is completed. The Assistant Vice President for Faculty will remain available to respond to procedural questions but will not be present during the hearing.

V. Amendment Process

These Conflict Resolution Procedures can be altered and/or amended only if presented in writing to the Faculty Senate, Council of Academic Deans, and Chairs and Directors Assembly, and approved by an affirmative vote of the majority of the Senate. The Grievance Oversight Committee has the responsibility of reviewing these procedures and recommending appropriate changes. No amendment or alteration will be in effect until it has been approved by the President.

4.4.4 - KSU Academic Freedom Complaints

I. Overview

The informal and formal grievance process laid out in Section 4.4.3 above may apply to any variety of conflicts. However, violations of Academic Freedom, a core principal of KSU and outlined in Section 2.1 of this handbook, require particular attention and expertise. This section outlines procedures that complement those in Section 4.4.3 and are intended to fulfill requirements of SACSCOC and explore complaints made specifically related to violations of

elect CAF members from among the nominees. The members of the CAF shall elect a chair from amongst themselves. Senators shall strive for disciplinary diversity on the CAF, and there shall be no more than two voting CAF members from any single college in the University. The CAF shall draft, and if necessary, amend its bylaws and the AFC filing form.

Faculty who believe their Academic Freedom may have been violated may follow the procedures below prior to filing a formal grievance as outlined above in Section 4.4.3.

1. Submit Academic Freedom Complaint (AFC) complaint (will be recorded for SACSCOC) using AFC form.
2. Complainant will meet with at least two members of CAF to discuss content of complaint and explore options.
3. CAF Chair determines whether complaint can be reasonably interpreted as a violation of Academic Freedom:
 - a. If not, complaint is recorded for the purposes of SACSCOC, but no further action is taken by CAF on this AFC. Complainant may elect to initiate formal grievance procedure as outlined in Section 4.4.3 above.
 - b. If so, AFC process continues as outlined below.
4. CAF reviews complaint by discussing with relevant parties. This information gathering step may not necessarily require involvement of or exposure of complainant identity. This review may include discussion with accused, relevant shared governance bodies disciplinary experts, Academic Freedom experts, other faculty members and administrative or staff members, if appropriate.
5. CAF recommends a remedy to both parties. Any agreement must be agreed to by both parties and signed off