

CSU Faculty Handbook

2023–2024

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I. Introduction

A. Preface

Purpose

This *Handbook* provides faculty pertinent information regarding the university's philosophies, policies, procedures, and facilities. It adopts a two-tiered approach in doing so: the *Handbook* delivers an overview of the topics within its purview; its second tier provides information on those topics in greater detail. The purpose of this approach is to facilitate access to information at the level most useful for a given situation.

Amending the Handbook

The university is committed to keeping the Handbook up to date, but its policies are superseded by those of the University System of Georgia's Board of Regents (BOR), which are fluid. The faculty should consult BOR policy anytime a possible conflict is suspected. Recommendations, proposals, and queries about [amending the Handbook](#) should be presented to the Faculty Handbook Advisory Committee.

Affirmative Action/Equal Opportunity

Columbus State University is committed to affirmative action and equal opportunity in education and employment and does not discriminate. See CSU's Statement on Discrimination. Members of the faculty share with the administration responsibility for sustaining this policy.

This version applies beginning with the 2023–2024 academic year and replaces the 2021–2022 handbook.

B. History

Columbus College started humbly in the fall of 1958 as a two-year institution of higher education occupying the old Shannon Hosiery Mill. Still, the achievement represented the culmination of over a

decade of community effort to bring post-secondary education to Columbus. That commitment on the part of city leaders and the general population is indicative of the position the institution holds in the city's consciousness—as a symbol of its aspirations, a catalyst for productive change, and a tool with which to achieve its educational, cultural, and economic goals. The school now enjoys a reputation extending well beyond the boundaries of the immediate community, having acquired university status in the University System of Georgia and developed highly regarded programs in a number of academic and extracurricular areas.

Initially, the college comprised fourteen faculty members, five administrative staffers, the president appointed by the Board of Regents, Dr. Thomas Y. Whitley—who served in that position until 1979—and fewer than 300 students. The college would remain in its original location until January of 1963 when it moved to its present site, but even during those first four years in the Hosiery Mill it experienced substantial growth—to 768 students, for instance, by fall 1962. After five years at its new location, enrollment had risen to 1,800 students and the school was offering its first upper-division courses, having been approved by the Board of Regents to become a four-year institution in 1965. By 1970, over 3,200 students attended Columbus College and the school awarded its first bachelor's degrees. The year 1974 saw the establishment of The Elizabeth Bradley Turner Center for Continuing Education and the college's first master's degree programs. Columbus College celebrated its 25th anniversary in 1983, and in the following year embarked upon a fundraising initiative to establish a student scholarship endowment, endowments for faculty in business and nursing, library acquisitions, instructional equipment, and improvements and renovations for campus buildings. Also in 1983, Dr. John Townsend, the first African American student at Columbus College—having matriculated in 1963 and in so doing integrated the campus—returned to deliver the inaugural address of the Black Applause Banquet, an annual event that originally invited a noted African American speaker to campus and that has now evolved into the Legacy Celebration, which celebrates cultural diversity and inclusion for all minority demographics represented at CSU.

There can be no denying, however, that the 1980s were a difficult time for Columbus College, as they were for many other institutions of higher education throughout the country who faced declining state budgets and other financial woes. Enrollment at the school actually decreased for a time, and retrenchment in a number of areas was necessary. Low morale among faculty brought about a vote of no confidence that resulted in the resignation of the school's second president, Francis Brooke, in 1987. In 1988, Dr. Frank Brown was appointed the new president of the college. At a campus retreat in the summer of that year, Brown—who first came to the college in 1981 as the

vice president of business and finance—outlined a plan for moving the college forward. Among his proposals was the building of a clock tower in the center of campus using bricks from the razed Shannon Hosier Mill to “serve as a reminder of our beginnings as well as a beacon for the future.” The tower has since come to represent the institution’s architectural identity. Likewise, other proposals Brown laid out at the time have come to fruition and now represent part of the school’s institutional identity—its commitments, for instance, to “international education and international awareness” and to becoming “a center for excellence in the arts and in the humanities.”

Another of Dr. Brown’s initial goals was to attain university status for the institution, and in 1996 Columbus College became Columbus State University. Further initiatives involved the development of new learning centers, several of which entail collaborative efforts with the local community. Oxbow Meadows Environmental Learning Center, which opened in 1995, combines the efforts of the university, the municipal government, and Columbus Water Works. The Coca-Cola Space Science Center opened in 1996. In 2002, following the gift of world-renowned writer Carson McCullers’ childhood home by local resident and former Columbus College English professor Thornton Jordan, CSU founded The Carson McCullers Center for Writers and Musicians.

In 2001, the RiverCenter for the Performing Arts opened in downtown Columbus. Building on the reputation of its regionally recognized music department and partnering with the local community, CSU raised more than a hundred million dollars to establish what has become the core of its RiverPark Campus, which now includes not only the RiverCenter, home of the Schwob School of Music and Music Library, but also the Rankin Arts Center, the RiverPark Theatre Complex and the Corn Center for the Visual Arts. Other milestones of the 2000s include the retirement of President Frank Brown and the assumption of duties by the CSU President Tim Mescon in 2008, the development of 16 fully online degree programs, and the awarding of the school’s first doctoral degree—an Ed.D, to Justin Finney—in 2011. CSU’s fifth president, Dr. Chris Markwood, assumed the office in 2016, after Tim Mescon’s retirement in December 2015.

Clearly, Columbus State University, née Columbus College, began as an institution whose mission was to help train and educate the area’s local population. By the early 2000s, over 60% of Columbusites holding university degrees were graduates of their hometown school. As Columbus business leader Jimmy Yancey, a Columbus College alum, has remarked on the evolution of the city and school over the past fifty years, what CSU has accomplished is to help create a middle class in Columbus, a town in which, in the late 19th century, over 90% of its workers were employed in

cotton mills, over 60% of them in the same one—the Eagle and Phenix. Fitting and symbolic, then, that what has become Columbus State University should have risen out of the ashes of that mill economy. That the university's appeal now extends to an ever-widening group of potential students means that its population grows continuously more diverse. Currently, in addition to the large percentage of CSU students who come from the local area, students from every county in the state also attend the university, as well as students from elsewhere in the country and a growing body of international students. The institution's aspirations continue to expand, even as its core mission to train and educate remains the same.

C. Mission

Mission

We empower people to contribute to the advancement of our local and global communities through an emphasis on excellence in teaching and research, lifelong learning, cultural enrichment, public-private partnerships, and service to others.

Values

- *Excellence* – Commitment to best practices in teaching and learning, scholarship and creative activity, student engagement, cultural enrichment and campus environment
- *Engagement* – Active civil participation by students, faculty and staff in the university experience
- *Creativity* – The pursuit of distinction through inquiry and innovation, challenging convention and focusing on solutions
- *Servant Leadership* – Effective, ethical leadership through empowerment and service.
- *Inclusion* – Fostering and promoting a campus that embraces diverse people, ideas, views, and practices
- *Sustainability* – Commitment to behaviors that recognize and respect our environmental context

D. Accreditation

Columbus State University is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award associate, baccalaureate, masters, and educational specialist degrees, as well as a doctoral degree. Questions about the accreditation of Columbus State University may be directed in writing to the Southern Association of Colleges and Schools Commission on Colleges at 1866 Southern Lane, Decatur, GA 30033-4097, by calling (404) 679-4500, or by using information available on SACSCOC's [website](#).

CSU completed the SACSCOC reaffirmation process in 2016 and the next reaffirmation visit will take place in 2026. Institutional accreditation activities are facilitated by the Associate Provost for Undergraduate Education in Academic Affairs.

Specific Columbus State University programs—including business, nursing, teacher education, music education, and others—are accredited by governing bodies within their respective disciplines:

- The baccalaureate degree program in nursing is approved by the [Georgia Board of Nursing](#) and accredited by the [Commission on Collegiate Nursing Education](#).
- The [Georgia Professional Standards Commission](#) approves all Columbus State University educator preparation programs that lead to certification in teaching, school library media, counseling and educational leadership.
- The Master of Education in school counseling and the Master of Science in community counseling degree programs are accredited by the [Council for the Accreditation of Counseling and Related Educational Programs](#) (CACREP).
- The Department of Art is an accredited institutional member of the [National Association of Schools of Art and Design](#) (NASAD).
- The Department of Theatre is an accredited institutional member of the [National Association of Schools of Theatre](#) (NAST).
- The Schwob School of Music is an accredited institutional member of the [National Association of Schools of Music](#) (NASM).
- Columbus State University is accredited by [AACSB International - The Association to Advance Collegiate Schools of Business](#) to award bachelor's and master's degrees in business through the D. Abbott Turner College of Business.
- The B.S. in Chemistry, ACS Certified Track is approved by the [American Chemical Society](#) (ACS). Students completing this program of study will receive an ACS-certified degree.
- The [Georgia State Department of Veterans Service](#) (State Approving Agency) has approved

Columbus State University for the training of veterans and eligible dependents.

- Columbus State University's Continuing Education has been accredited as an Authorized Provider by the [International Association for Continuing Education and Training](#) (IACET)

II. University Governance and Organizational Structure

A. The Board of Regents

The Georgia Constitution grants to the [Board of Regents](#) the exclusive right to govern, control, and manage the University System of Georgia, an educational system comprised of over 30 institutions of higher learning, a marine research institute, and a central University System Office. The Board exercises and fulfills its constitutional obligations, in part, by promulgating rules and policies for the policies for the governance of the University System and its constituent units. The governor appoints members to the Board, who each serve seven years. Currently, the Board of Regents is composed of 18 members, five of whom are appointed from the state-at-large, and one from each of the 13 congressional districts. The Board elects a chancellor who serves as its chief executive officer and the chief administrative officer of the University System.

B. The Administration

Through the bylaws and by decision of the Board of Regents, much of the operation of the university has been delegated to the president, and through the president to others, including the provost and executive vice president and the faculty. The president is appointed by the BOR, acting on the recommendations of a search committee that, by custom, includes representatives of the faculty, staff, students, and the university's Board of Trustees. The provost and executive vice president, all vice presidents, chief of staff, general council, and the athletic director report directly to the president. All college deans and associate provosts for academic affairs report to the provost and executive vice president to include: College of Arts, College of Education and Health Professions, College of Letters and Sciences, Turner College of Business, Simon Schwob Memorial Library, Graduate School and Research, and Honors College. The department chairs report to the deans of their academic schools. Faculty members normally discuss their appointments, duties, and performance with their department chair.

C. USGFC Representative

Faculty Senate elects one representative to serve on the USGFC for a 3-year term. During the fourth year the representative attends the USGFC meetings in an ex-officio role to help support the newly

elected USGFC representative. The voting representative reports to the Faculty Senate regarding the USGFC meetings that occur in the fall and spring terms.

In addition, one alternate representative is elected to serve in the event the USGFC representative cannot attend.

Below are the eligibility criteria for the USGFC Representative:

- Tenured, full-time faculty member.
- Previous/current experience as a Faculty Senator.
- Must not be in an administrative role where combined teaching and research duties have been reduced >50% to serve in an administrative role and/or serving as president, vice president, provost, assistant/associate provost, or chair/director of a department/school.
- Not serving in an administrative role (i.e., dean, assistant/associate dean, chair/director of a department/school).

*Elected USGFC representatives relinquish their position upon accepting an administrative role (see examples above). The Faculty Senate may then elect a new USGFC representative or move the alternate representative into the role and elect a new alternate representative.

D. The Foundations

The Foundations comprise five cooperative entities: CSU Foundation, CSU Foundation Properties, Inc., CSU Alumni Association, Inc., the Athletic Fund, Inc., and the CSU Research and Service Foundation, Inc. Although legally separate and managed by their own boards, these organizations operate exclusively to provide the university with supplemental resources and support. The Foundations are governed by the CSU Foundation Board of Trustees.

- [CSU Foundation](#) serves as the primary link between the university and the community it serves. This entity provides a vehicle for securing funds for scholarships, special needs and enrichment programs and has authority to solicit and accept contributions on behalf of the university from individuals, businesses and other organizations.
- CSU Foundation Properties is a not-for-profit organization incorporated for the exclusive purpose of holding title to property and collecting the income there from for the benefit of CSU. Foundation Properties, Inc. also acts as a third party for the purpose of acquiring

and/or building student residences that are leased to CSU.

- [CSU Alumni Association](#) serves to support, foster and promote the aims and objectives of Columbus State University and to establish mutually beneficial relationships between the University and its alumni. Our goal is to keep alumni connected, informed and involved with Columbus State University.
- The Athletic Fund, Inc. is a not-for-profit organization created for the purpose of promoting the educational and athletic programs of the university. This purpose is met by providing assistance and funds for encouraging participation by selected students in intercollegiate games and contests.
- [CSU Research and Service Foundation \(CSURSF\)](#) is the entity formed for the purpose of evaluating, administering, owning and licensing IP created by CSU faculty, staff and/or students. CSURSF is a non-profit organization whose sole purpose is to support CSU.

E. Staff Council

In its representation of all staff employees, the Columbus State University Staff Council functions to promote better understanding, increased cooperation, and open communication among all constituent groups on our campus. Further the council acts as a liaison between the CSU Staff (Staff handbook can be found in MyCSU under Human Resources) and the president of the university in all relevant matters, promotes an atmosphere of cooperation within the university community, and provides a forum for discussion of matters affecting the staff of CSU.

F. The Faculty

Faculty members enjoy a great measure of professional autonomy. Collectively, they have a primary role in deciding who will teach, what will be taught, and what students will be expected to learn; and they play an important role in institutional governance. Individually, they have considerable freedom in pursuing their scholarly and educational work. Faculty members also have a number of rights and privileges, including the right to academic freedom and the privilege of tenure for those who have earned it. But faculty autonomy, rights, and privileges are combined with professional responsibilities; and this combination of rights and responsibilities shapes to an important degree the roles of faculty members.

Columbus State University makes decisions concerning the appointments and promotions of faculty members, the assignment of teaching and other academic duties, the support and sponsorship of scholarly research, and the granting or withholding of benefits and the imposition of burdens without regard to political, social, or other views not directly related to academic responsibilities.

The Columbus State University faculty has delegated its legislative and regulative functions to the Faculty Senate and its committees. Although the faculty has empowered the Faculty Senate to act on its behalf, it meets at least twice a year (once in each the fall and spring semesters) and can conduct business at those meetings if it so chooses. Any changes to the bylaws of the university require the approval of the faculty.

G. Faculty Senate

The Columbus State University Faculty Senate serves as a representative voice for CSU faculty in the operations of the university. The Faculty Senate provides a forum for the discussion of issues of interest to the faculty. The Faculty Senate also serves as a conduit for communications between the faculty and the administrative officers of the university and assures the forceful and articulate representation of faculty interests in accordance with recognized principles of university governance including transparency, cooperation, and collegiality.

H. University Councils

1. Academic Council

The Academic Council is comprised of the deans of the four colleges (College of the Arts, College of Letters and Sciences, College of Education and Health Professions, Turner College of Business and Computer Science), the libraries and the Honors College, the associate provosts, the Chair of Chairs Assembly, the Executive Officer of the Faculty Senate, the Chief Information Officer and the Provost. The Council meets monthly to discuss issues that impact the academic enterprise of the university.

2. Graduate Council

The [Graduate Council](#) is a representative body assembled to assist the Graduate School Director in administrating the School. The Council promotes academic excellence in graduate education by

supporting communication between existing graduate programs, fostering creation of new graduate offerings, and upholding high standards of performance by graduate faculty and graduate students.

3. Chairs Assembly

The Chairs Assembly comprises the department chairs of all academic units at CSU. The Assembly convenes regularly to consider issues of mutual concern, including faculty, curriculum, personnel, budget, salaries, course scheduling and staffing, faculty development and funding, BOR policies, and other issues impacting the responsibilities and duties of department chairs.

I. Standing Committees

A number of standing committees serve to administer and oversee the ongoing operations of the university. Committee makeup varies, but faculty members predominate in the vast majority of them. Three groups of committees obtain at CSU: (1) Elected Committees (2) Senate Committees and (3) Institutional Committees. Elected Committees are standing committees that oversee university-wide issues of major import: curriculum, academic standards, and comprehensive program review. Senate Committees address those concerns which more directly relate to faculty activities and supplementing instruction. Institutional Committees address those concerns more pertinent to the efficient and appropriate operation of the university.

Other committees may be established by approval of the provost, and other administrative officers of the university may appoint committees as needed to seek advice or assistance on policy or procedural matters. In such cases, the faculty or its representative—i.e., the Faculty Senate—holds the right and the responsibility to select the bulk of the faculty representatives to serve on the committees.

The Faculty Senate recommends that the membership of faculty committees be elected either by the faculty or representatives of the faculty (i.e., the Faculty Senate) and supports the following guidelines for committee assignments:

To allow time for course preparation and to begin the research process, new faculty should normally be excluded from committee assignments during their first year of service.

Faculty should serve on no more than three Senate and/or Institutional committees depending on the balance of other service commitments.

To the extent possible, committees should reflect the ethnic, racial, and gender balance of the university.

Faculty or staff members should be appointed chair only after consultation. All committee size recommendations should be considered approximate.

J. Centers, Institutes, and Auxiliary Programs

Columbus State University operates a multitude of curricular, extracurricular, continuing education, and community-based programs that fall under the auspices of various administrative offices and academic departments. For the full list of these programs and the organizational flowchart, see below.

List of CSU Standing Committees

Elected Committees

Curriculum Committees

Curriculum committees at the college and university levels address all matters dealing with major and minor requirements, new courses, new degree and certificate programs, the core curriculum, and program development. Departments may also form curriculum committees charged with submitting recommendations to their respective college committees. All proposals for new degree programs must be consistent with the Columbus State University mission and must follow the procedures described by the [University System Office of Academic programs](#).

A. College Curriculum Committees

Each college's curriculum committee holds primary responsibility for submitting recommendations to the dean with respect to actions on new courses in the discipline, major and minor program requirements, and new degree programs. The college curriculum committee forwards its recommendations on proposed revisions to the University Curriculum Committee.

Each college's curriculum committee should be composed of the following:

- at least one elected representative from each department, or from each major program without a departmental structure
- two additional at-large members, one elected by the faculty, the other appointed by the dean. The dean conducts the election of the at-large member prior to the first meeting of the committee in the fall semester and following the election of the departmental representatives.
- one or more student representatives if possible. The college committee determines the manner of appointing its student representatives.
- a committee chair—either the dean or the dean's designee. The chair is a non-voting member of the committee. The dean, in consultation with the college faculty, determines the terms of office of the college committee.

B. University Curriculum Committee

The University Curriculum Committee's responsibilities are the following:

1. review and make recommendations to the provost on all requests to create new undergraduate and graduate courses, modify existing courses, delete courses, and reactivate courses
2. review and recommend policies governing general university requirements
3. review and make recommendations on all new undergraduate and graduate degree, certificate, and minor program proposals
4. notify the university's SACS liaison if any curricular initiative requires a report to SACS because it constitutes what SACS considers a [substantive change](#).

The University Curriculum Committee should be composed of the following:

1. the dean (or the dean's designee) of each college and of the library
2. an additional faculty representative of each college elected by the faculty of the college
3. one faculty member elected from Interdisciplinary Program Council

The process for making curricular change is the following:

1. **Departments**—or in some cases, members of upper administration—originate requests for revision, including new course proposals, online using the appropriate [curriculum database](#) after first determining if the request impacts other programs or courses and contacting the chair overseeing them.
2. **College curriculum committees** review department requests and forward their recommendations to the dean.
3. **The dean**, giving full consideration to department and college curriculum committee recommendations and to the possible resource requirements of curriculum modifications, approves or denies requests and sends approved requests to the University Curriculum Committee.
4. **The University Curriculum Committee**, giving full consideration to department and college curriculum committee recommendations advanced by the dean, sends its recommendations for approval to the provost. Proposals not recommended for approval by the UCC will not be routinely forwarded to the provost, but these cases may be appealed by the dean to the provost.
5. **The provost**, As the chief academic officer of the university, the provost will normally exercise the final decision on course proposals and most program change proposals. Program proposals that require additional resources, or notifications, or approvals to the USG, BOR, or SACSCOC will also require the president's approval; these include substantive changes, as defined in the SACSCOC Substantive Change Policy, and new program proposals.

The UCC's bylaws provide more detail on the curricular change process.

Academic Standards Committee

The University Academic Standards Committee considers and makes recommendations to the provost on student petitions for exceptions to general university requirements including the following:

- total hours required
- grade changes over one year old
- WF grades
- minimum grade point average
- residency requirement
- the legislative requirements

- the information literacy requirement
- awarding transfer credit for courses taken at non-regionally accredited institutions.

The following guidelines apply to the Academic Standards Committee's operations:

- Substitution of specific courses in Areas A through E and the wellness requirement require the recommendation of the department chair of the course for which substitution is requested and the approval of the dean of the college to which that department belongs.
- Requests regarding Area B ITDS seminars should be submitted to the associate provost for undergraduate education.
- Courses without an alphabetic prefix or subject content or other course substitutions should be referred to the chair of the Academic Standards Committee.
- The committee also considers and makes recommendations on other matters pertaining to academic standards submitted through the chair by individual faculty members, department and/or college faculties, academic administrators, or others.

The Academic Standards Committee should be composed of the following:

1. an elected representative from each college
2. the dean of each college or the dean's designee

Faculty members should be elected at the end of the spring semester and serve for a period of three years with the option of re-election. Since one of the purposes of the multiple-year terms is to promote continuity, if it becomes necessary to replace a faculty member, the newly elected faculty member should serve a term of three years unless such service would cause four faculty members to be elected within the same year, in which case the newly elected faculty member should serve two years.

At the last meeting of each spring term a faculty member should be elected by the committee to serve as chair for the forthcoming year, commencing with the summer term. The chair is a voting member of the Committee. Petitions are forwarded to the chair, who is responsible for forwarding petitions to the appropriate dean for preliminary consideration. The chair is also responsible for calling meetings and forwarding the recommendations of the committee to the provost.

The provost makes the final decision on petitions and forwards copies to the appropriate parties. The provost or the provost's designee is responsible for maintaining a record of all petitions.

Senate Committees

Academic Advising Committee

The Academic Advising Committee is responsible for the following:

1. identifying issues and making recommendations regarding matters related to academic advising
2. supporting professional development activities related to academic advising.
3. reviewing the online academic advising handbook at least once a year and making recommendations for updates or changes as necessary

The Academic Advising Committee should be composed of the following:

1. six faculty members
2. the director of the Center for Academic Advising and the university registrar as ex officio members

Administrator Evaluations Committee

The Administrator Evaluations Committee reviews the current questions and scoring system, presents any changes to the Faculty Senate, and executes the evaluation process in the spring term.

The Administrator Evaluations Committee should be composed of the following:

1. three faculty members
2. one dean or department chair as an ex-officio member

Admissions Policy Committee

The Admissions Policy Committee reviews admissions policy and recommends changes.

The Admissions Policy Committee should be composed of the following:

1. seven faculty members (at least one from each college) serving two-year terms
2. two students
3. the director of Enrollment Services and the associate provost for enrollment management as ex officio members

Distance Learning Committee

The Distance Learning Committee is responsible for the following:

1. promoting the use of distance learning technologies
2. addressing issues and concerns related to distance learning
3. participating in decision-making and planning pertaining to distance learning

The Distance Learning Committee should be composed of the following:

- Minimum of two representatives from each academic college and a library
- representative who currently teach or have previously taught online
- The Associate Provost for Graduate Education and Distance Learning, Executive
- Director of UITS, Director of Center of Online Learning, Director of Faculty Center, and Director of Quality Enhancement Plan as ex officio members

Diversity Programs & Services Advisory Committee

The Diversity Programs and Services Advisory Committee is responsible for the following:

1. serving in an advisory role for programs for minority students, especially African-American students under the auspices of the Minority Advising Program (MAP), which was established by the Board of Regents in 1983 to enhance the academic welfare of African-American students in the University System of Georgia
2. analyzing the effectiveness of all programs with respect to the retention rate for minority students
3. addressing diversity issues on campus through faculty/student workshops and forums and through program development

The Diversity Programs and Services Advisory Committee should be composed of the following:

1. ten faculty members including at least two from each college and one from the library
2. two students
3. the assistant dean of students and the CSU MAP coordinator as ex officio members

Faculty Development Committee

Faculty Development Committee assists faculty in becoming more effective teachers and scholars.

The Committee's specific responsibilities include the following:

1. reviewing proposals submitted by faculty members seeking development monies from the university and making recommendations to the provost
2. reviewing applications for sabbatical time submitted by faculty members and making recommendation to the provost.

Faculty Development Committee should be composed of the following:

1. two faculty members from each college and one from the library serving two-year terms
2. a library representative to serve a two-year term
3. one alternate from each college
4. the designee from the Provost's office, the director of Sponsored Programs and the director of the Faculty Center as non-voting, ex officio members

Faculty Handbook Advisory Committee

The Faculty Handbook Advisory Committee is responsible for the following:

1. reviewing proposals and requests for amendments to the Faculty Handbook and making recommendations to the Faculty Governance Committee
2. conducting annual reviews of the Faculty Handbook and initiating necessary amendments

The Faculty Handbook Advisory Committee should conduct its business during the course of an annual cycle: a fall deadline for proposals and requests, an early spring deadline for recommendations, a late spring deadline for execution of amendments.

The Faculty Handbook Advisory Committee should be composed of the following:

1. two faculty representatives from each academic college
2. a library representative
3. the associate provost for academic affairs as an ex officio member

General Education Committee

The General Education Committee assists the Office of the Provost in developing standards for the core curriculum (Areas A-E) to meet the General Education Learning Outcomes listed in the University Catalog. The General Education Committee also assists the Provost's Office in carrying out policies issued by the Board of Regents regarding the core curriculum.

The General Education Committee should be composed of the following:

1. twelve faculty with at least two members from each college and one from the library
2. a library representative
3. the director of institutional effectiveness, the director of the Testing Center, the associate provost for undergraduate education, and the SACS liaison as ex officio members

Honors Education Committee

The Honors Education Committee oversees and supports the Honors Program and consists of the Scholarship and Programming Subcommittees.

The subcommittees and their roles are as follows:

1. The task of the Scholarship Subcommittee shall be to select the recipients of full tuition scholarships provided by the Columbus State University Foundation. Scholarships are awarded to graduating high school seniors based on the following criteria:

- Institutional grade point average (minimum of 3.5)
- SAT scores (minimum combined score on math and critical reading of 1,200)
- Extracurricular activities
- Community involvement

The Scholarship Subcommittee also selects the recipients of undergraduate scholarships awarded to active honors program students who have completed 45 credit hours, nine of which are in the

honors program, for tuition and academic pursuits during their junior and senior year. Scholarship may be up to \$1250 per semester, renewable for four semesters.

2. The task of the Programming Subcommittee shall be to make recommendations on the policies and procedures governing the Honors Program.

All subcommittee recommendations shall proceed to the full-committee. Attendance shall constitute a quorum.

The Honors Education Committee should be composed of the following:

1. ten faculty including two from each college, one from the library, and one at-large, each serving a four-year term
2. a committee chair and a vice chair elected by the committee from the members listed above (the chair may serve up to a two-year term; the vice chair assumes the role of chair)
3. the director of the Honors Program, the assistant director of the Honors Program, two honors students, the vice president for university advancement, a representative from Undergraduate Recruitment, a representative from Financial Aid, a representative from Honors Alumnus, and a representative from Tower Society as ex officio members

Information Technology Utilization Committee

The Information Technology Utilization Committee is an advisory committee representative of the larger university community. The purpose of the committee is to guide UITs in the strategic priorities of IT projects on campus, provide feedback on ways to improve IT services and adoption of IT on campus as well as to promote IT services to the campus constituents for the greater success of all university users.

The Information Technology Utilization Committee should be composed minimally of the following:

1. six faculty members, including one from each college and one from the library
2. six staff members, including one from each college and one from the library
3. two students
4. Chief Information Officer, UITs, and Executive Director of Operations & Infrastructure, UITs, as ex-officio members

International Education Committee

The International Education Committee is responsible for the following:

1. considering all matters related to international education, including study abroad programs, student and faculty exchanges, international curriculum and program development, faculty development opportunities and event planning
2. providing members for and receiving reports from the International Scholarship Committee, which allocates student scholarships for study abroad
3. providing members for and receiving reports from the Latin American Studies Committee, which supervises the Latin American Studies Program including the Latin American minor and annual Amos Eminent Scholar

The International Education and Exchange Committee should be composed of the following:

1. three faculty members from each college and one from the library
2. one student
3. the vice president for university advancement, the vice president for student affairs and enrollment management, the director of the Center for International Education, the director of academic information, the international student admissions officer, the international student and scholar coordinator, and the Mildred Miller Fort Foundation trustee as ex officio members

Library Committee

The Library Committee is responsible for the following:

1. serving as a liaison between the library and the faculty.
2. serving as an advisory panel to the library
3. providing a formal mechanism for faculty and students to have input concerning library policies and procedures

The Library Committee should be composed of the following:

1. ten faculty members including at least two from each college and one from the library
2. two students

3. the dean of libraries as an ex officio member

National Scholarship Committee

The National Scholarship Committee is responsible for:

1. Publicizing all national scholarship, fellowships and academic awards competitions to the eligible students.
2. Administering internal competitions to identify student candidates for at-large national competitions.
3. Mentoring students as they prepare applications for national recognition.

The Committee should be comprised of the following:

1. Seven faculty members, at least one from each college, with staggering four year terms.
2. A representative from the Honors College, Registrar's Office, Career Center as ex officio members.

Readmission Appeals Committee

1. considering appeals for readmission from students who have been excluded
2. makes recommendations to the director of admissions.

The Readmission Appeals Committee should be composed of the following:

1. nine faculty members serving three-year terms
2. the University Registrar as ex officio member

Retention, Progression, and Graduation Committee

The Retention, Progression, and Graduation Committee is responsible for the following:

1. serving as a liaison between the Center for Academic Advising and all departments of the university in order to maintain a consistent student retention effort
2. monitoring the effectiveness of the institution's student retention efforts

The Retention, Progression, and Graduation Committee should be composed of the following:

1. seven faculty members including at least one from each college and one from the library
2. the dean of Enrollment Services
3. the director of the Center for Academic Advising
4. the coordinator of the Turner College of Business and Computer Science Advising Center
5. the coordinator of the College of Education and Health Professions Advising Center
6. one counselor from the Counseling Center
7. the director of institutional effectiveness
8. two students

Student Course Evaluation Committee

The Student Course Evaluation Committee is responsible for the following:

1. maintaining and updating the evaluation instrument(s) used to administer student evaluation of courses
2. evaluating and modifying the process for the student evaluation of courses

The Student Course Evaluation Committee should be composed of the following:

1. ten faculty members including at least one from each college
2. a library representative
3. the provost

Student Research and Creative Endeavors Committee

The Student Research and Creative Endeavors Committee is responsible for the following:

1. recommending Student Research and Creative Endeavors (SRACE) grant awards
2. serving in an advisory role in the effort to increase and enhance student opportunities to engage in research and creative activities

The Student Research and Creative Endeavors Committee should be composed of the following:

1. at least ten faculty members including at least two from each college and at least one from the library
2. two students

3. the associate provost and the director of the Faculty Center for the Enhancement of Teaching and Learning as ex officio members

Sustainability Committee

The Sustainability Committee is responsible for the following:

1. serving in an advisory role in the effort to reduce the institution's ecological footprint through the reduction of greenhouse gas emissions campus-wide
2. enhancing the institution's efforts at environmental stewardship
3. promoting the concepts of sustainability and environmental ethics in the curriculum

The Sustainability Committee should be composed of ten members of the faculty and staff including at least one faculty member from each college.

The Teaching and Learning Enhancement Committee

The Teaching and Learning Enhancement Committee is responsible for the following:

1. advising on matters specifically related to university-level faculty development in teaching, including strategic planning for the Faculty Center for the Enhancement of Teaching and Learning, long-range institutional teaching and learning programs (including faculty-related QEP programming), teaching awards and recognition, teaching evaluation processes and materials development, new faculty teaching orientation, internal teaching and learning fellowship and grant opportunities, and event planning
2. providing members for teaching awards selection committees and receiving reports from fellowship and grant winners

The Teaching and Learning Enhancement Committee should be composed of the following:

1. three faculty members from COLS
2. two faculty members each from COA, COEHP, and DATCOB
3. one faculty member from Library
4. one student
5. as ex officio members, the Associate Provost for Undergraduate Education, the Associate Provost for Graduate Education and Distance Learning, the director of the Faculty Center for

the Enhancement of Teaching and Learning, the director of the Center of Online Learning,
the director of the Center for International Education

Women's Advisory Committee

The Women's Advisory Committee is responsible for the following:

1. identifying the needs of women at Columbus State University through interaction and communication with individuals, groups, administrators, and other college committees
2. formulating short- and long-term objectives concerning the needs of women at CSU
3. serving as a resource and support group in cases of complaint involving women's issues
4. encouraging enforcement of existing policies affecting the salaries and wages, employment, and general welfare of women on campus
5. establishing task forces to develop programs and activities promoting women and women's issues on campus
6. maintaining good working relationships with other women's organizations in the community and promoting proactive, collaborative endeavors
7. submitting to the president, Faculty Senate, and affirmative action officer an annual report that reviews the status of women on campus and makes recommendations for improvement—a report that would also be made available to all department heads
8. sponsoring an annual report directed to all women and interested others on campus to inform them of the status of women at CSU

The Women's Advisory Committee should be composed of the following:

1. fifteen members of the faculty and staff including at least two from each college
2. one undergraduate student and one graduate student
3. the director of Human Resources and the provost as ex officio members

Institutional Committees

Activities Committee

The Activities Committee appropriates the student activities budget and oversees the disbursement of these funds.

The Activities Committee should be composed of the following:

1. one faculty member from each college
2. four students
3. the vice president of student affairs as ex officio member and chair
4. the assistant dean of students and the director of campus recreation as ex officio members

Animal Care and Use Committee

The Animal Care and Use Committee, in compliance with the Animal Welfare Act (PL 89-545, et al.) and its amendments, insures that researchers do not violate Federal guidelines for animal care and use by reviewing research protocols for studies with animals and inspecting animal holding facilities.

The Animal Care and Use Committee should be composed of the following:

1. six faculty members serving three-year terms, including at least one from each college and one from a science discipline who will act as chair
2. one student
3. one veterinarian and one additional member from the local community
4. the dean of the College of Letters and Sciences and the director of Plant Operations as ex officio members

Athletics Committee

The Athletics Committee appropriates the student athletic budget and oversees the distribution of its funds.

The Athletics Committee should be composed of the following:

1. five faculty members including at least one from each college
2. five students
3. the faculty NCAA representative, the athletics director, and the vice president for university advancement

Auxiliary Enterprises Committee

The Auxiliary Enterprise Committee advises groups and individuals on campus involved in activities not directly related to the institution's education and research missions.

The Auxiliary Enterprise Committee should be composed of the following:

1. two faculty members from each college and one from the library
2. three students
3. the director of enterprise development, the vice president for business and finance, the director of residence life, and the director of sponsored programs as ex officio members

Budget Advisory Committee

The Budget Advisory Committee provides insight into the funding process at Columbus State University, including Board of Regents funding formulas, to groups and individuals on campus engaged in preparing and submitting the university budget and/or in allocating funds.

The Budget Advisory Committee should be composed of the following:

1. thirteen members of the faculty and staff including at least two from each college and one from the library
2. the provost, the vice president for business and finance, the vice president for student affairs, the assistant vice president for business and finance, and the associate provost as ex officio members

Dean's Council

The Dean's Council comprises the deans of the four colleges (College of the Arts, College of Letters and Sciences, College of Education and Health Professions, Turner College of Business and Computer Science) plus the dean of libraries and the provost. The Council meets weekly to discuss academic issues. Its role is to foster communication and cooperation among the deans and their respective colleges and among the deans and upper administration, to serve as a venue for the deans to discuss college-level administrative issues, and to serve as an advisory body on issues related to the university as a whole.

Developments and Improvements Committee

The Developments and Improvements Committee is responsible for the following:

1. to analyze and make recommendations for improvement of the campus plan of streets, grounds, lighting, buildings and activity (Concerns include parking, signage, traffic flow, beautification, function, future growth, space redesign, and allocation.)
2. to help identify and assist in prioritizing improvements to the campus through its reports to the vice president for business and finance

The Developments and Improvements Committee should be composed of the following:

1. eight faculty members including at least one from each college and one from the library
2. three students
3. the vice president for student affairs, the director of plant operations, the dean of enrollment services, the director of academic information, the executive director of UITS, and the coordinator of instructional technology as ex officio members

Facilities and Safety Committee

The Facilities and Safety Committee is responsible for the following:

1. to advise on building safety and physically challenged student and faculty issues including access, facilities, and transportation
2. to advise on building maintenance, including upkeep and minor improvements related to teaching, office, and general university facilities, through its reports to the vice president for business and finance

The Facilities and Safety Committee should be composed of the following:

1. twelve faculty including at least two from each college and one from the library
2. two students
3. the chief of university police, the assistant dean of students, the director of the student health center, the director of academic information, the coordinator of center for accommodation and access services, a plant operations representative as ex officio members

Graduation and Special Events Committee

The Graduation and Special Events Committee is responsible for the following:

1. advising the president and provost on the physical arrangements, ceremonial aspects, seating, music, commencement speakers, program, and all other matters relating to graduation
2. coordinating the planning of commencement ceremonies with the Office of the Registrar and the Office of Academic Affairs
3. assisting the commencement marshal in carrying out his/her duties
4. advising the president and provost on the planning and execution of "special events," which arise very rarely and include such occasions as anniversaries, memorials, and installation of a president

The Graduation and Special Events Committee should be composed of the following:

1. nine members of the faculty and staff including at least one from each college and one from the library
2. the faculty marshal
3. two students
4. the registrar, the assistant registrar, a representative from Plant Operations, the director of public relations, a University Police officer, the manager of the Columbus State University Bookstore, a representative from the Schwob School of Music, the executive director of alumni relations, the Lumpkin Center facilities coordinator, and a representative from Student Affairs as ex officio members

Honorary Degree Committee

The Honorary Degree Committee reviews candidates for honorary degrees to insure, before submission of their nomination to the Board of Regents, that the award complies with [BOR Policy 3.8.4](#).

The Honorary Degree Committee should be composed of the following:

1. one faculty member from each college and one from the library

2. a representative from the Office of Academic Affairs

Institutional Review Board

The Institutional Review Board (IRB) serves as the screening, reviewing and, recommending body for all research proposals and projects that involve human subjects

The Institutional Review Board should be composed of ten faculty members including at least one from each college.

Intellectual Property Policy Committee

The Intellectual Property Policy Committee is responsible for the following:

1. advising the president on policy matters relating to intellectual property (IP)
2. implementing the university's stated IP policies
3. recommending IP policy revisions and amendments as it deems necessary
4. arbitrating disputes over IP
5. approving deviations from the stated IP policy
6. reviewing IP referred to the committee through the disclosure process

The intellectual Property Policy Committee should be composed of the following:

1. six faculty members including at least one from each college and one from the library
2. three staff with at least one each from the offices of the provost and the vice president for business and finance
3. up to one student

Publications Committee

The Publications Committee is responsible for the following:

1. serving in a coordinating, policy-making, advisory capacity to all student publications (It is not the purpose of the Publications Committee to censor.)
2. maintaining the integrity and quality of existing student publications by:
 1. establishing policy guidelines and making necessary changes when appropriate (All

policies, guidelines and changes will be reported to the president and appropriate groups.)

2. serving in a judgment capacity if it becomes necessary to arbitrate questions of libel, failure of staff members to fulfill obligations and policies outlined below, or other such difficulties that might arise
3. reviewing and recommending operating budgets and amendments to the Activities Committee, vice president for student affairs, and president

The Publications Committee should be composed of the following:

1. eight faculty members including at least one from each college and one from the library
2. two students
3. the director of public relations, the vice president for student affairs, an enrollment services associate, and the vice president for academic affairs as ex officio members

Scholastic Honors Committee

The Scholastic Honors Committee is responsible for the following:

1. planning and conducting the annual Honors Convocation
2. coordinating the selection of recipients and/or nominees for awards presented at the Honors Convocation
3. recommending policies and procedures to improve the recognition of academic achievement and services at the university
4. carrying out other tasks related to scholastic honors as assigned by the provost

The Scholastic Honors Committee should be composed of the following:

1. two faculty members from each college
2. two students
3. the provost's secretary as an ex officio member

Student Technology Fee Committee

The Student Technology Fee Committee is responsible for oversight of the student technology fee following these basic principles:

1. student technology fees should be used to support and supplement normal levels of technology spending
2. student technology fees should focus on technology related to either academic outcomes or instructional objectives. Distinctions should be drawn between expenditures for administrative applications or scientific and laboratory equipment, and instructional technology. Technology fee revenues should be used for the primary benefit of students.
3. new construction and major renovations will include technology, infrastructure, and telecommunications costs as part of the total construction project budget.

The Student Tech Fee committee should be comprised of:

1. five faculty members representing five colleges
2. Student Government Association (SGA) president and five students
3. the vice president of information technology, chair of TSYS School of Computer Science, and the executive director of UITS as ex officio members

Who's Who Committee

The Who's Who Committee recognizes juniors, seniors, and graduate students who exhibit scholarly ability, participation and leadership in academic and extracurricular activities, citizenship and service to CSU and/or to the community, and potential for future achievements.

The Who's Who Committee should be composed of the following:

1. five faculty members including at least one from each college
2. the vice president for student affairs as an ex officio member

Centers, Institutes, and Auxiliary Programs Organizational Flowchart

CENTERS AND SPECIAL PROGRAMS

Units Reporting to the Executive Assistant to the President

A. [Cunningham Center](#)

The following sub-centers report to the executive director of the Cunningham Center:

- [The Leadership Institute at Cunningham Center](#)
- [Cunningham Conference Center](#)
- [The Testing Center](#)

B. [Continuing Education](#)

The following sub-centers report to the executive director of Continuing Education:

- [CSU Dance Conservatory](#)
- [English Language Institute](#)
- [Rankin Gardens & Atrium](#)

Units Reporting to the Provost

- [Honors Program](#)
- [Servant Leadership](#)
- [Department of Military Science](#)

Units Reporting to the Associate Provost for Undergraduate Education

- [Academic Center for Excellence\(ACE\)](#)
- Faculty Center for the Enhancement of Teaching and Learning
- Office of Institutional Research and Effectiveness (OIRE)
- [Quality Enhancement Plan \(QEP\)](#) Advisory Board

Units Reporting to the Associate Provost for Graduate Education, Distance Learning, and International Affairs

- [Center for Global Engagement](#)
- [Center of Online Learning](#)

- [Graduate School](#)

Units Reporting to the Dean of the College of Education and Health Professions (COEHP)

- [The Center for Quality Teaching and Learning](#)
- [Partner School Network](#)
- [Columbus Regional Mathematics Collaborative](#)
- [Coca-Cola Space Science Center](#)
- [The Reading Instruction, Support, and Education Center \(RISE\)](#)
- [Oxbow Meadows Environmental Learning Center](#)

Units Reporting to the Dean of the College of Letters and Sciences (COLS)

- [Math and Science Learning Center](#)
- The Carson McCullers Center for Writers and Musicians
- [Georgia Law Enforcement Command College](#)
- [S.T.E.M. Initiative](#)
- [UTeach Columbus](#) is a sub-center of the S.T.E.M. Initiative

Units Reporting to the Dean of the College of the Arts (COA)

- [The Bo Bartlett Center](#)
- [Schwob School of Music Preparatory Division](#)
- Theatre Education Outreach
- [Nonprofit and Civic Engagement Center \(NPaCE\)](#)

Units Reporting to the Dean of the Turner College of Business and Computer Science (COBCS)

- [TSYS Center for Cybersecurity](#)
- [GEMS Institute](#)
- [The Butler Center for Business and Economic Research](#)

Unit Reporting to the Vice President for Student Affairs

- [Counseling Center](#)
- [University Police](#)

Unit Reporting to the Senior Director of Student Involvement

- [Center for Career Development](#)
- [Center for Accommodation and Access Services](#)
- [Student Life and Development](#)
- Davidson Student Center
- [Diversity Center](#)

Unit Reporting to the Assistant Vice President for Student Affairs

- [Student Recreation Center](#)

UCC Bylaws

Adopted November 26, 2013

I

The Purpose of the University Curriculum Committee

The purpose of the UCC is to deliberate on all curricular proposals at CSU (excluding non-credit continuing education courses) and to recommend to the Provost only those that are academically sound and in compliance with USG and CSU policies.

The responsibilities of the **University Curriculum Committee** are to:

- Review and make recommendations on all requests to create new courses, modify existing courses, deactivate courses, and reactivate courses;
- Review and recommend policies that govern general university requirements;
- Review and make recommendations on all new undergraduate and graduate degree, certificate, and minor program proposals; and
- Notify the CSU's Provost Office SACS Liaison if any curricular initiative represents a substantive change of the type indicated by the chart on [Reporting Timelines for Substantive Change](#)

II

The Composition of the UCC

The University Curriculum Committee is composed of two voting members from each College (the Dean or Dean's Designee and one elected faculty member) plus the Dean of Libraries and one elected faculty member from the Interdisciplinary Program Council.

Note: As of Sept 2013 this represents 10 voting members.

1. Dean of the College of the Arts
2. One faculty member elected from COA
3. Dean of the College of Education and Health Professions
4. One faculty member elected from COEHP
5. Dean of the College of Letters and Sciences
6. One faculty member elected from COLS
7. Dean of the Turner College
8. One faculty member elected from the Turner College
9. Dean of Libraries
10. One faculty member elected from Interdisciplinary Program Council

Deans serve *ex officio*. A dean may designate an Associate Dean with responsibility for curriculum or the College Curriculum Chair to attend meetings and vote. Faculty selection to the committee should be cognizant of the committee meeting dates and the requirement of a quorum of voting members. A quorum is defined as a majority of voting members. As of Sept 2013, 6 voting members is a quorum. A vote fails if there is a tie.

Staff members in key supporting roles normally attend UCC meetings and work with the UCC chair as needed. These may include the following:

- Registrar
- Associate Provost for Undergraduate Education
- Associate Provost for Graduate Education
- Provost Office Staff
- UITS Staff

In addition, Colleges may request additional attendees when proposing new programs and courses.

Should a voting member of the committee resign or leave CSU, the Chair will request that the appropriate college provide an interim replacement.

*This person would also prepare the official memo to the VPAA and subsequently to the System Office.

III

The UCC Chair & Chair-Elect

The Chair must be a voting member of the UCC, and chairs serve two-year terms. It is preferable for a new chair to be designated two years in advance as Chair-Elect. The duties of new chairs start every other year on July 1. Should the Chair resign or leave CSU, the Chair-Elect will assume the duties of the Chair. Should the Chair-Elect become the Chair, resign or leave CSU, the UCC will elect a Chair-Elect for the remainder of the term.

At the January meeting, the UCC will elect a chair from among its voting members. The chair shall serve for a two year term and will continue to be a voting member of the committee. There will also be a chair-elect who serves for two years before becoming chair. The election for chair-elect will be held at the September meeting. (Note: colleges need to understand that the chair-elect will serve a four year term on the UCC, two years as the chair-elect and then two years as chair).

The following are the chair's key responsibilities:

1. Schedule meetings, post agendas, and preside at meetings
2. Make certain that proposals include proper documentation
3. Produce detailed meeting minutes
4. Ensure that the minutes—which are the *de facto* record of curriculum change for the university—are approved by UCC vote and posted on the UCC website
5. Report on items of interest from the BOR and USG office
6. Convey areas of curricular concern to the Provost
7. Maintain an awareness of USG and CSU policy related to curriculum

The following are the chair-elect's key responsibilities:

1. Be a backup for the chair
2. Support coordination of minutes preparation
3. Support review of catalog revisions

IV

Calendar and Visitors

The UCC will hold at least five regular meetings each academic year:

- September
- October
- November
- January
- April

Additional UCC meetings may be called at the discretion of the chair to consider urgent items. The chair may, when necessary, call for an email vote. The dates, times, and locations of meetings should be posted on the UCC website a year in advance.

All UCC meetings are open to visitors, and every effort should be made to maintain an accurate and accessible calendar of meetings.

Dates for curricular approvals to be effective:

There are three types of curricular proposals that, if approved, may become effective the term following the UCC Meeting:

1. New courses that do not involved program changes
2. Program elective changes that do not involved credit hour and/or program hour changes.
3. Removal of prerequisites

All other curricular proposals, if approved by all entities including institutional, BOR, and SACS, will become effective for the new catalog year.

Dates for section data entry and registration

Term	Section Data Entry	Early Registration Begins
Summer	Late Jan – mid March	April
Fall	Late Jan – mid March	April
Spring	Late Sept – mid October	November

The academic catalog will become effective the summer term of each year.

All proposals before the UCC will be considered as action items.

The following template should be used by deans as a cover memorandum for distribution of curricular proposals to UCC members (see format on P: drive):

Name of College

1. College wide proposals (Admissions standards, college-wide policies and procedures

Name of Department

1. Courses – Use ICS report form
 1. New courses
 2. Modified courses
 3. Deactivated courses
 4. Reactivated courses
2. New Programs
 1. Preliminary program proposals/letter of intent – with or without courses attached
 2. Curriculum for new programs that were previously approved
3. Program revisions

Repeat for each department. Please use page numbers, bottom center.

V

Content of Meetings

The main business of the meetings is described in this list:

- September – New courses for Spring semester; minor changes (system office mandates, etc.); subject code or other blanket changes; resolution of pre-requisite problems; urgent matters; corrections.
- October – Proposals from one of the following two groups
 - Letters and Sciences, the Library, and IPC -odd years
 - College of the Arts, College of Education and Health Professions, and Turner College- even years.
 - November – Proposals from one of the following two groups
 - Letters and Sciences, the Library, and IPC -even years
 - College of the Arts, College of Education and Health Professions, and Turner College- odd years.
 - January – Clean-up; program improvements that are less restrictive to students
 - April- Finalize open items

Exceptions to these content guidelines may be made at the discretion of the UCC chair.

VI

Revisions to the Bylaws

Bylaw revisions may be required from time to time to reflect changes in policy or organization. Revisions to the Bylaws require a two-thirds vote of the voting members of the committee.

Procedural Guidelines Adopted by the UCC as of September 2013

I

Effective Dates of Approved Curriculum

In the normal cycle, curriculum proposals are considered in the fall and, assuming all necessary approvals, go into effect the following summer with the new catalog year.

To protect the coherence of the catalog year, proposals outside this cycle should include a strong justification for their timing, and only in the narrowest of circumstances should a proposal be approved that increases restrictions on students during the catalog year.

II

Action and Information Items

All proposals before the UCC are normally considered action items, except in extraordinary circumstances, such as prior UCC approval.

Course fee changes are not considered by the UCC.

III

Approval Path Leading to UCC Consideration

Normally, the UCC only considers proposals that have been approved by a department and college or by an appropriate academic unit on campus, such as the Library or IPC. New and substantive graduate program proposals (but not individual courses) should come to the UCC with a recommendation from the Graduate Council.

Existing courses that are converted to an online format do not need to be reconsidered by the UCC (Note: The SACS liaison needs to be notified of any courses that become part of a consortium).

IV

Proposal Guidelines and Format

Proposals to the UCC must be presented by a voting member (or designee) who represents an academic unit on campus. Course proposals must be entered in ICS, and proposal documents posted in the appropriate p-drive folder. Distribution deadlines are listed on the UCC website. The presentation of proposals will follow a standard format, which the chair will make available to the committee. UCC members are encouraged to present logical connections in a single motion for approval. Examples:

- All of one department's items may be presented as a single motion
- Courses with a similar prerequisite change may be presented as a single motion.

All UCC members maintain the right to open discussion on any item under consideration.

V

New Program Proposal Documentation

New program proposals should be presented in the appropriate forms and formats provided on the BOR website. All new programs should include an Annual Program Review and Improvement Report with the first three columns filled out and a curriculum map matching courses and program objectives. These forms are available in the UCC P-drive folder. Additionally, proposals should include a statement of program impact as well as a financial/human resources impact statement. Resource implications will be considered at the Dean/Provost level. Any approval of a new program from the UCC does not include approval for additional financial or human resources.

VI

New Course Documentation

To be considered by the UCC, all new, modified and reactivated course proposals must include a sample syllabus (attached in ICS) that includes the following information:

1. Course title
2. Course description
3. Measurable student outcomes
4. Course requirements
5. Sample textbook or course materials, as appropriate
6. Evaluation (how student coursework adds up to a final grade)

A curriculum map for substantive changes is required. A current curriculum map for all other program changes should be maintained

VII

USG Board of Regents Schedule of Approvals/Notifications for items related to UCC

Academic Degrees and Majors

Establish New Degree Programs	Board Approval	3.6.1	2.3.2
Establish Cooperative A.A.S. Degrees	Board Approval	3.6.1	2.15
Establish External Degree Programs	Board Approval	3.3.3	2.3.7
Establishment of Dual Degrees from Existing Board Approved Programs	Notification – Office of Academic Programs		2.3.9
Establishment of Joint Degrees from Existing Board Approved Programs	Notification – Office of Academic Programs		2.3.9
Degree Program Waivers (Waive the number of credit hours for a degree program)	Board Approval	3.8.1 and 3.8.2	2.3.5
Credit Hour Waiver for Associate of Arts, Associate of Science, and Associate of Applied Science Programs	System Office Approval Chief Academic Officer & Executive Vice Chancellor	3.3.6.1 and 3.3.6.2	2.3.5
Substantive Redirection/Change of a Major/Degree	Board Approval	3.6.1	2.3.2 and 2.3.4
Rename Majors	Administrative Approval		

Terminate Degree/Major	Board Approval	3.6.2	2.3.3
Temporarily Suspend/Discontinue a Major	Notification to the system office	3.6.2	2.3.3
Institutional Effectiveness Plan	Notification to the system office and submission of a plan for the system office file	2.9	
Comprehensive Program Review Plan	Administrative Approval – Academic Affairs	3.6.3	2.3.6
Program Modification	Board Approval	8.5.3 and 8.3.7.10	2.3.4
Minors and Certificates			
Add/Eliminate Tracks/Options/Concentrations/Emphases	Notification – Office of Academic Programs		
Establish Minors	Notification to the system office if a major in the discipline is already present; otherwise, Administrative Approval – Academic Affairs	2.3.1	

Rename/Eliminate Minors	Notification – Office of Academic Programs	2.3.1
Establish Certificate Programs Less than 20 semester credit hours	Notification – Office of Academic Programs	2.3.8
Establish Certificate Programs 20 or more semester credit hours	Notification – Office of Academic Programs	2.3.8
Establish Certificate Programs Post-baccalaureate	Notification – Office of Academic Programs	2.3.8

III. Faculty Appointments

The faculty of Columbus State University comprises over 480 members—approximately 60% full-time and 40% part-time/adjunct—holding a variety of appointments. In compliance with Georgia Board of Regents (BOR) policies, three general types of appointment obtain at CSU: tenured or tenure-track (including endowed chairs), non-tenure-track, and emeritus/emerita.

A. Hiring Statement

1. A university's employees are its most important asset, the crucial link ensuring that the institution's mission, ideals, and values are realized. Thus, Columbus State University strives to recruit and retain the best and brightest individuals, to draw its workforce from a wide range of backgrounds and communities, and to foster a culture that supports tolerance, diversity, and collegiality. Achieving such a workforce requires the commitment of everyone in the institution, and every employee has a role to play in supporting diversity within its culture.
2. No person shall, in accordance with CSU's Statement on Discrimination, be excluded from employment or participation in, be denied the benefits of, or otherwise be subjected to discrimination under any program or activity conducted at Columbus State University. CSU's process for hiring faculty adheres to the [BOR's policy](#) regarding equal opportunity employment.
3. CSU complies with the [Americans with Disabilities Act \(ADA\)](#) and the [Americans with Disabilities Act Amendments Act of 2008 \(ADAAA\)](#).
4. The process for hiring and appointing faculty entails submitting a formal request for a position, placing advertisements in appropriate professional journals and websites, forming a search committee, screening applicants, conducting interviews, and making a contract offer. For more specific and detailed guidelines about the hiring process for full-time, tenure-track, part-time, and non-tenure-track positions, see below.
5. The university renews contracts for non-tenured faculty on an annual basis. However, even in the absence of written notification from the university that an annual contract is to be renewed, a presumption of renewal obtains for all non-tenured faculty who have been awarded academic rank and who served full-time for the entire previous year. Conversely, the university must, in a timely manner, notify non-tenured faculty of its decision not to renew a contract. For more details on renewal and non-renewal of contracts, including

specific timelines, see below.

B. Tenured/Tenure-Track Faculty

The [University System of Georgia identifies several faculty positions eligible for the award of tenure.](#)

1. Instructor

Instructors are full-time faculty members whose positions constitute annual appointments. Except for the approved suspension of the probationary period due to a leave of absence, the maximum period of time faculty may serve at the rank of full-time instructor is seven years. The maximum time faculty may serve in combination of full-time instructional appointments (instructor or professorial ranks) without the award of tenure is ten years, provided, however, that a terminal contract for the eleventh year may be proffered if a recommendation for tenure is not approved by the president.

2. Assistant Professor

An appointment to the rank of assistant professor normally requires the prerequisite of a doctoral degree or its equivalent in creative or scholarly achievement. CSU provides pre-tenure reviews for assistant professors in the third year of their first appointment unless faculty have been awarded probationary credit towards tenure, in which case their pre-tenure review will occur at the end of the second year of employment. If their performance is satisfactory, CSU will offer them annual appointments until tenure is granted.

Although review for promotion and tenure can take place at any point after a five-year period (unless probationary credit is awarded), review for an untenured assistant professor cannot occur later than the seventh year. This rule ensures that a candidate denied tenure will have one additional year in which to seek an alternative appointment. The only circumstances that can delay tenure review to a point beyond the seventh year involve leave(s) of absence. For example, a maternity leave can delay review by one year; however, a candidate may delay reviews no more than twice due to maternity leave.

Candidates hired ABD must agree to a timeline for the completion of the degree, which must be approved first by the chair of the home department and subsequently by the dean, provost, and president.

3. **Associate Professor**

Promotion to the rank of associate professor may or may not include the award of tenure. Further, individuals may enter CSU on an initial appointment as an untenured associate professor. Such a faculty member must serve a minimum of three years before applying for tenure and must achieve tenure within seven years. Appointment or promotion to the rank of associate professor is based upon actual performance as well as demonstrated potential for further development.

Individuals must demonstrate professional growth and contribution to their field. Associate professor is a high academic rank and should carry no presumption of future promotion. Promotion to associate professor without a terminal degree will only be considered in exceptional cases such as the candidate's having gained high distinction as a publishing scholar or creative artist.

4. **Professor**

As the highest academic rank, the title of professor implies recognition of the individual by peers and associates as an outstanding teacher and an accomplished, productive, and respected scholar or creative artist, both within and outside the university, since attaining the rank of associate professor. Candidates must also have demonstrated, through scholarly publications, applied research, and/or artistic work, the ability to communicate to professional peers the knowledge and insights gained from the exploration of their area of specialization. Further, successful candidates for promotion to professor will have made important contributions in teaching; research or creative activity; university, public or professional service; and/or administrative service to professional societies. Peer review is critical, but the mode of the scholarly or creative production will be determined by the nature of the candidate's discipline.

5. **Joint Appointments**

Joint Appointments within the professorial ranks are rare and usually involve collaborative appointments at other institutions. The initial appointment term must be specified in the joint staffing form. Such appointments can be renewed without limit to the length of service in this status.

6. **Endowed Chairs**

The university creates or modifies tenured and tenure-track faculty positions when donors provide a significant gift resulting in perpetual interest income (endowed income) for the specific purpose of establishing an endowed chair. The president, in consultation with the University Foundation, determines the income level and structure for applying the funds. These endowed chairs in turn attract faculty widely respected in their fields, provide funds for continued research, and help generate further giving from alumni and community supporters.

An existing professorship may be turned into an endowed professorship, or a new endowed professorship may be created where no previous line existed. In either case, the endowed position may only result from the wishes of the donor, the Foundation, and the president in consultation with the deans and chair of each department.

C. Non-Tenure-Track Faculty

Part-Time Appointments

Academic units obtain part-time non-tenure-track lines as a result of academic need and with support from the administration. If, subsequently, part-time faculty gain tenure-track appointments, their prior part-time service will not be included in the time limits associated with the tenure-track position.

Full-Time Appointments

Academic units obtain full-time non-tenure-track lines as a result of academic need and with support from the administration. If, subsequently, full-time non-tenure-track faculty gain tenure-track appointments, their prior non-tenure-track service will not be included in the time limits associated with the tenure-track position.

Administrative Appointments

CSU frequently appoints faculty members to administrative positions within the university such as department chair, director, vice-president, dean, or other similar positions. Although faculty members appointed to administrative posts retain the tenure rights associated with their university ranks, administrative appointments themselves are untenured.

Titles

1. **Lecturer**

Lecturers are non-tenure-track full-time faculty members whose positions are annual appointments. Lecturers who have served at [a] USG institution for at least six years may be considered for promotion to senior lecturer or principal lecturer at the discretion of the institution if the relevant title has been adopted by the institution and the institution has clearly-stated promotion criteria. Promotion to senior lecturer and principal lecturer requires approval by the President [BOR Policy Manual 8.3.8](#)

2. **Senior Lecturer**

Senior Lecturers are non-tenure-track full-time faculty members whose positions are annual appointments and who have been awarded this title due to their preeminent professional standing or experience. Reappointment procedures for senior lecturers and principal lecturers follow the same reappointment procedures as those for lecturers. Senior lecturers and principal lecturers are not eligible for the award of tenure.

3. **Special Appointments**

CSU sometimes makes appointments with distinctive titles indicative of specialized functions. Such appointments include artist in residence, composer in residence, critic, or clinical faculty. These appointments typically carry the same conditions as lecturer but without voting rights at faculty meetings.

4. **Visiting Appointments**

CSU sometimes extends visiting appointments to faculty members from other institutions. The individual's status at the home institution determines the rank of the visiting appointment. The terms and conditions of these contracts are individually defined but typically must provide for the resumption of employment at the home institution upon termination of the appointment at CSU. The university also sometimes extends visiting appointments to individuals unaffiliated with other institutions.

5. **Assistant, Associate Professor, Professor—Non-tenure track**

Faculty possessing requisite degrees and/or professional standing and experience typical of tenure-track professors of similar rank fill these positions.

D. Emeritus/Emerita Status and Supplemental Appointments

Upon the recommendation of the president, the university sometimes confers the title of “emeritus” on retired tenured professors, associate professors, or assistant professors, Board-approved non-tenure-track faculty of equivalent rank, or Board-approved, retired administrative officers, who, at the time of retirement, had ten years or more of honorable and distinguished service in the University System.

Faculty wishing to recommend retired and tenured colleagues for emeritus status may do so by drafting a statement indicating the accomplishments of the retired faculty member and forwarding that document to the department chair, the dean, and the VPAA for review. The VPAA then submits a recommendation for the president’s consideration.

This is an honorary appointment meant to recognize distinguished service to CSU and the scholarly community at large. It does not entitle the person to support such as clerical help, office space, or lab space. Sometimes the university may rehire an emeritus/emerita faculty member on a part-time, term appointment to teach a course, carry on research, or fill an administrative position. Without such a supplemental appointment, an emerita/emeritus faculty member is not an employee of the university and may not be entitled to hold federal grants and contracts. Rehired faculty members retain their emeritus/emerita status during supplemental appointments.

Faculty Hiring Process

Process for Hiring Full-Time Faculty

Requesting Faculty Positions:

The department chair discusses a position request with the dean, who evaluates the request and the available funding. The dean forwards the supported request to the Provost along with a written justification directly tying the position to the CSU Strategic Plan at the departmental, college, and university levels, and including the following information:

1. type of position (e.g. full-time temporary faculty, tenure-track assistant professor)
2. whether the request is the result of a specific resignation, non-renewal, retirement or termination, an increase in enrollments, or a new program development data on student

enrollments, Student Credit Hours (SCH) generated, and SCH generated by faculty in the department/discipline on average in the last five years (unless the request is a part of a new program development request)

3. projected salary range and available budget to support the position or a plan for funding of the position
4. any projected start-up costs, space issues, etc.
5. a completed Employment Requisition form along with a copy of the advertisement and suggestions for advertising placement

If the request is approved, the Provost's Office will notify the dean of approval and salary range. A budget review by the Business and Finance Office to confirm that funding is available will constitute part of the approval.

The Provost's Office will contribute funds up to a set amount to cover actual expenditures, including advertising, for a tenured/tenure-track faculty or library faculty search. Additional funds may be secured from endowed chair budgets to pay for larger ads in appropriate media (e.g., The Chronicle of Higher Education).

Advertising the Position

The Provost's Office confirms the position, the budgeted amount, the places to advertise, and posts the advertisements.

Formation, Composition, and Responsibilities of the Search Committee

The dean and department chair discuss the composition of the search committee to assure appropriate representation in terms of discipline and diversity. The department chair appoints a faculty member to chair the committee. The committee meets with the Human Resources director to discuss search procedures.

The department chair and dean determine the search-committee responsibilities appropriate to a particular search. Those responsibilities typically include the following:

- Seeking applications and nominations of outstanding candidates
- When seeking candidates, taking into consideration the university's affirmative action policy

- Reviewing applications
- Recommending individual applicants to be interviewed
- Interviewing candidates
- Recommending candidates for appointment (when possible, the committee should recommend more than one candidate for appointment, since the person chosen may decline the position)
- Recommending the appropriate rank for the person chosen

Additional Screening Process

1. The search committee schedules a meeting with the dean for every applicant brought to CSU for an on-campus interview. For every applicant for a tenure-track, tenured, or library faculty position, the committee also schedules a meeting with the provost.
2. The dean contacts the Provost's Office with a request to offer the position to a particular candidate. Any salary offer outside the specified range must be approved by the provost prior to making the offer.
3. The dean supplies the Southern Association of Colleges and Schools (SACS) Officer with the candidate's credentials to make sure the candidate meets SACS requirements.
4. The dean contacts HR to request a background check.

Contract Offer

1. The dean prepares a letter of offer and sends it to the Provost's Office for approval and signature.
2. The Provost's Office reviews the content of the letter with respect to salary, rank, title, supplements, and tenure, and insures that all the appropriate forms to be completed and returned are included in the packet.
3. The provost signs and sends the letter of offer to the candidate.
4. The candidate returns the signed letter of offer to the Provost's Office.
5. The dean or department office prepares an appointment package, including a completed appointment checklist, and submits it to the Provost's Office.
6. The Provost's Office completes the process upon reception of all the necessary forms and documents.

Cases of Immediate Need

On occasion, such as when it is necessary to replace a faculty member quickly, the dean and department chair may decide to fill a position with a temporary faculty member and to proceed with the search without the assistance of a search committee. However, the faculty in the department seeking the temporary faculty member must be offered the opportunity to interview the candidates and to comment on their qualifications.

Initial Appointment at the Rank of Associate Professor or Professor

Candidates may be offered initial appointments above the rank of assistant professor provided they meet the requirements (other than years of service) for promotion to the desired rank and it is approved by the department, dean, provost and president.

Process for Hiring Part-Time Faculty

The department chair discusses a position request with the dean. The dean evaluates the request for a position and the available funding and curricular mandates. If the dean supports the request, a search for the part-time position may proceed.

Advertising the Position

Any department may advertise for a part-time position if appropriate but must rely on its own internal budget to pay for the advertising unless the dean chooses to use the college's discretionary funds in support.

Responsibilities of the Search and Screening Committee

The charge of responsibilities of the Search and Screening Committee is determined by the department chair conducting the search. The committee may be responsible for the following, as is appropriate for that particular search:

- Seeking applications and nominations of outstanding candidates
- When seeking candidates, taking into consideration the university's affirmative action policy
- Reviewing applications
- Recommending individual applicants to be interviewed
- Interviewing candidates
- Recommending candidates for appointment (when possible, the committee should

recommend more than one candidate for appointment, since the person chosen may decline the position)

- Recommending the appropriate salary for the person chosen

Contract Offer

1. The dean prepares a letter of offer and sends it to the Provost's Office for approval and signature.
2. The Provost's Office reviews the content of the letter with respect to salary, rank, title, supplements, and tenure, and insures that all the appropriate forms to be completed and returned are included in the packet.
3. The provost signs and sends the letter of offer to the candidate.
4. The candidate returns the signed letter of offer to the Provost's Office.
5. The dean or department office prepares an appointment package, including a completed appointment checklist, and submits it to the Provost's Office.
6. The Provost's Office completes the process upon reception of all the necessary forms and documents.

Cases of Immediate Need:

Upon occasion, such as when it is necessary to replace a faculty member quickly, the dean and department chair may decide to fill a position with a temporary faculty member and to proceed with the search without the assistance of a search committee.

Timeline for appointment/renewal:

According to current [Georgia Board of Regents policy](#), universities in the system are no longer required to notify non-tenured faculty who have been awarded academic rank and who are employed under written contract that an employment contract for the succeeding academic year will be offered to them. Rather, "faculty with the rank of instructor, assistant professor, associate professor, or professor, who are employed under written contract, and who served full-time for the entire previous year, have the presumption of renewal for the next academic year unless notified in writing, by the president of an institution or his/her authorized representative, of the intent not to renew."

IV. Faculty Rights, Privileges, and Responsibilities

A. Rights and Privileges

1. Academic Freedom and Tenure

The university exists to serve the public interest through the acquisition and dissemination of knowledge. To that end, the university must be governed in such a way as to ensure that individual teacher/researchers are free to exercise their professional judgment without fear of reprisal. Academic freedom is essential to the university as a place where new ideas can be developed, evaluated, and expressed, to see if they provide opportunities for societal progress.

Academic freedom is the freedom to discuss all relevant matters in the classroom, to explore all avenues of scholarship, research, and creative expression, and to speak or write without institutional discipline or restraint on matters of public concern as well as on matters related to professional duties and the functioning of the university.

Academic responsibility implies the faithful performance of professional duties and obligations, the recognition of the demands of the scholarly enterprise, and the candor to make it clear that when teacher/researchers speak on matters of public interest, they are not speaking for the institution. In general, Columbus State University subscribes to the "1940 Statement of Principles on Academic Freedom and Tenure" issued by the American Association of University Professors:

The purpose of this statement is to promote public understanding and support of academic freedom and tenure and agreement upon procedures to ensure them in colleges and universities. Institutions of higher education are conducted for the common good and not to further the interest of either the individual teacher or the institution as a whole. The common good depends upon the free search for truth and its free exposition.

Academic freedom is essential to these purposes and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of the student to freedom in learning. It carries with it duties correlative with rights.

Tenure is a means to certain ends, specifically:

1. freedom of teaching and research and of extramural activities, and
2. a sufficient degree of economic security to make the profession attractive to men and women of ability. Freedom and economic security, hence, tenure, are indispensable to the success of an institution in fulfilling its obligations to its students and to society.

Tenure provides the protection for the individual faculty from intimidation from other interests that may try to end an idea prematurely as well as the changing fads of the moment.

Teacher/researchers must be free to follow investigation wherever it leads. They should be free to pursue the projects that they think are the most promising. The pursuit of truth requires that ideas and their expression be evaluated on their own merit. Academic freedom provides teacher/researcher/artists with the right to exercise their best judgment about what to explore, while tenure protects teacher/researcher/artists in the exercise of that right.

Academic tenure protects faculty members from being dismissed for teaching, researching, or inquiring into areas that might be politically or commercially controversial. The process of exploring and expanding the frontiers of knowledge often challenges the established order. Tenure is valuable not merely as a protection for individual faculty members but also as an assurance to society that the pursuit of truth and knowledge commands the faculty's first priority.

The privileges of tenure include:

1. continued employment as an assistant professor, associate professor, or professor until voluntary retirement or resignation, with the possible exception of dismissal for cause or termination due to the discontinuation or reduction of a program,
2. equitable compensation and benefits,
3. continued institutional support for teaching and scholarship, and
4. continued involvement in the academic mission of the university. The Promotion and Tenure section of this Handbook provides more information about tenure at CSU.

Because tenure is a privilege with the purpose of protecting academic freedom, it is offered after extremely careful deliberation and only to those faculty members who have demonstrated an unusual capacity for a lifetime of scholarship, teaching, and service. Tenure does not protect

demonstrated incompetence in teaching and research, substantial and manifest neglect of duty, or serious misconduct. A tenured faculty member who faces such charges may be dismissed for cause through proceedings carefully crafted to assure academic due process, as described in Section IV.A2 . A tenured faculty member may also be dismissed because the university has in good faith decided to discontinue or reduce a program, department, or other segment of the university. The decision to discontinue or reduce a program will be implemented only after consideration of the educational, economic, and other aspects of the decision, and review by the Board of Regents. An effort will be made to ease any dislocation experienced by the faculty members involved.

Tenure does not mean not having to be reviewed. The university reviews all faculty members annually to consider salary adjustments. In addition, department chairs hold periodic performance reviews with all departmental faculty members to evaluate and encourage their professional growth according to a schedule and a procedure described in the Annual Review Policy. These routine professional reviews are distinct and separate from individualized disciplinary procedures that might lead to dismissal for cause.

Whenever the words "**President**" or "**Administration**" are used in these procedures, they shall be construed to include the designated representative of the President.

2. Separation from Service

a) **Dismissal.** The president may at any time remove any faculty member for cause, which includes willful or intentional violation of the policies of the Board of Regents or Columbus State University's own approved statutes. Both the [Board of Regents' tenure regulations](#) and CSU's statutes set forth further Grounds for Dismissal, as well as both Preliminary and Final Procedures for Dismissal.

Dismissal of Temporary, Limited Term, or Part-Time Instructional Personnel

Temporary or part-time personnel serving without a written contract hold their employment at the pleasure of the president, chief academic officer, or their immediate supervisor, any of whom may discontinue the employment of such employees without cause or advance notice.

b) **Nonrenewal.** All non-tenured faculty with academic rank employed under contract and serving for the entire previous year have the presumption of reappointment and the university must notify them of the decision not to renew in accordance with the university's non-renewal regulations.

c) **Resignation and Retirement.** All tenured faculty members and all other faculty members employed under written contract for the fiscal or academic year must give the president or his/her authorized representative at least 60 days written notice of their intention to resign or retire. The preferred practice is to send notice to the chair and a copy to the dean.

d) **Financial Exigency.** Termination of an appointment with continuous tenure, or of a probationary or special appointment before the end of the specified term, may occur under extraordinary circumstances because of a demonstrably bona fide financial exigency, i.e., an imminent financial crisis that threatens the survival of the institution as a whole and that cannot be alleviated by less drastic means. Declarations of financial exigency must follow [BOR guidelines](#) as established in its policy manual, and termination of faculty due to financial exigency must follow the [university's own guidelines](#).

e) **Discontinuance of Program or Department Not Mandated by Financial Exigency.**

Termination of an appointment with continuous tenure, or of a probationary or special appointment before the end of the specified term, may occur as a result of bona fide formal discontinuance of a program or department of instruction as outlined in the Discontinuance of Program or Department Standards and Procedures.

Grounds for Dismissal

Tenured or non-tenured faculty members may be dismissed before the end of their contract term for any of the following reasons, provided that the institution has complied with procedural due process requirements:

1. conviction or admission of guilt of a felony or of a crime involving moral turpitude during the period of employment—or prior thereto if the conviction or admission of guilt was willfully concealed
2. professional incompetency, neglect of duty, or default of academic integrity in teaching, in research, or in scholarship
3. unlawful manufacture, distribution, sale, use, or possession of marijuana, a controlled substance, or other illegal or dangerous drugs as defined by Georgia laws; teaching or working under the influence of alcohol which interferes with the faculty member's

- performance of duty or responsibilities to the institution or to the profession
4. conviction or admission of guilt in a court proceeding of any criminal drug offense
 5. physical or mental incompetency as determined by law or by a medical board of three or more licensed physicians and reviewed by the Faculty Hearing Committee if challenged
 6. false swearing with respect to official documents filed with the institution
 7. disruption of any teaching, research, administrative, disciplinary, public service, or other authorized activity
 8. Violation of, among other policies, Board Policy 8.2.1 (non-discrimination), Board Policy 8.2.16 (sexual harassment), or Board Policy 8.2.23 (amorous relationships).
 9. such other grounds for dismissal as may be specified in the statutes of Columbus State University

Procedures for Dismissal

These procedures apply only to the dismissal of faculty members with tenure or non-tenured faculty members before the end of the term specified in their contract. As stated above, the president may at any time remove any faculty member for cause.

Preliminary Procedures

The dismissal of tenured faculty members or non-tenured faculty members during their contract term should be preceded by:

1. a discussion between the faculty member and appropriate administrative officers looking toward a mutual settlement
2. an informal inquiry by the Executive Council of the Faculty Senate and the Provost which may, upon failing to effect an adjustment, advise the president whether dismissal proceedings should be undertaken (Its advisory opinion shall not be binding upon the president.)
3. a letter forewarning the faculty member of his or her imminent dismissal for cause and informing the faculty member that a statement of charges will be forwarded (Faculty members may also request a formal hearing on the charges before the faculty hearing committee described below. Failure to request a hearing within a reasonable time shall constitute a waiver of the right to a hearing.)
4. submitting to the faculty member a statement of charges, framed with reasonable

particularity by the president, along with the names of witnesses whose testimony will be presented to establish cause for dismissal and information regarding the nature of their expected testimony.

Provision for Hearing Committee

A dismissal as defined above will be preceded by a statement of charges or causes (grounds for dismissal) if so requested, including a statement that the faculty member concerned has the right to be heard by a faculty hearing committee.

The Faculty Hearing Committee

To form a faculty hearing committee the Senate's Executive Council will pick five individuals from a pool consisting of tenured faculty members who have been at CSU for at least four years and have finished serving on the Faculty Senate within the last six years (or longer if necessary to form a viable committee of five). Those five committee members will select one department chair who meets the same requirements as the other faculty members to be on the committee. Those six committee members will select the chair of the faculty hearing committee, who will have a vote only in the event of a tie.

Members should remove themselves from any case, either at the request of a party or on their own initiative, if they deem themselves disqualified for bias or interest. Each party will have a maximum of two challenges without stated cause provided that all challenges, with or without cause, are made in writing and filed with the chair of the faculty hearing committee at least five business days in advance of the date set for the hearing.

The chair has the authority to decide whether a member of the committee is disqualified for cause. If the chair determines that a member is so disqualified or if a committee member removes himself or herself from a case, the replacement will be selected in the same manner as the original committee was formed. The committee chair may be disqualified by a majority vote of the other committee members. If the chair is thus removed, the committee will elect a new chair after committee replacements have been appointed. A minimum of five is required to make any decisions.

Final Dismissal Procedures

The following procedures will apply:

1. Pending a final decision by the hearing committee, the faculty member will be suspended, or assigned to other duties in lieu of suspension, only if continued performance of regular duties threatens immediate harm to the faculty member or others. Before suspending a faculty member, pending an ultimate determination of the faculty member's status through the institution's hearing procedures, the Office of the Associate Provost for Faculty and Judicial Affairs will convene a committee of three former faculty senators to consider the propriety, the length, and the other conditions of the suspension. A suspension intended to be final is a dismissal and will be treated as such. Salary will continue during the period of the suspension.
2. At least 20 business days prior to the hearing, the Faculty Hearing Committee must serve the faculty member notice in writing and include the specific reasons or charges as well as the names of the members of the Committee. The faculty member may waive a hearing or respond to the charges in writing at least five business days in advance of the date set for the hearing. If a faculty member waives a hearing but denies the charges or asserts that the charges do not support a finding of adequate cause, the Hearing Committee will evaluate all available evidence and rest its recommendation upon the evidence in the record.
3. The Faculty Hearing Committee may, with the consent of the parties concerned, hold joint prehearing meetings with the parties in order to (i) simplify the issues, (ii) effect stipulations of facts, (iii) provide for the exchange of documentary or other information, and (iv) achieve such other appropriate prehearing objectives as will make the hearing fair, effective, and expeditious.
4. The Faculty Hearing Committee, in consultation with the president and the faculty member, may exercise its judgment about whether the hearing should be public or private.
5. During the proceedings the faculty member and the administration are permitted to have on hand an academic advisor and/or counsel of their choice. The hearing committee will be permitted to have advisory counsel.
6. At the request of either party or the chair of the Faculty Hearing Committee, a representative of a responsible education association will be permitted to attend as an observer.
7. The chair of the Faculty Hearing Committee will ensure that an audio recording of the hearing or hearings will be kept and will be made available to the grievant upon request. Additionally, the chair of the Faculty Hearing Committee will deliver the audio recording of the hearing to the Office of the Associate Provost for Faculty and Judicial Affairs where will be archived.
8. Prior to the start of the hearing, an oath or affirmation will be administered to all witnesses

- by any person authorized by law to administer oaths in the State of Georgia (i.e., a notary).
9. The Faculty Hearing Committee may grant adjournments to enable either party to investigate evidence about which they have made a valid claim of surprise.
 10. The faculty member and the administration will be afforded a reasonable opportunity to obtain necessary witnesses and documentary or other evidence. The administration will cooperate with the Faculty Hearing Committee in matters regarding witness availability and making available pertinent documents and other evidence that does not infringe upon a reasonable expectation of privacy.
 11. The parties will have the right to question all witnesses. Where witnesses cannot or will not appear but the committee determines that the interests of justice require the admission of their statements, the committee will identify the witnesses, disclose their statements, and if possible provide for interrogatories.
 12. In the hearing of charges of incompetence, the testimony will include that of qualified faculty members from this or other institutions of higher education.
 13. The Faculty Hearing Committee will not be bound by strict rules of legal evidence and may admit any evidence of probative value in determining the issues involved. Every possible effort will be made to obtain the most reliable evidence available. All questions relating to admissibility of evidence or other legal matters will be decided by the chair or presiding officer.
 14. The findings of fact and the decision of the Faculty Hearing Committee will be based solely on the hearing record.
 15. Except for such simple announcements as may be required covering the time of the hearing and similar matters, public statements and publicity about the case by either the faculty member or administrative officers should be avoided until the proceedings have been completed, including consideration by the Board of Regents in the event that an appeal is filed. The Faculty Hearing Committee Chair will notify the president and the faculty member in writing of its decision and recommendation, if any.
 16. If the Committee concludes that adequate cause for dismissal has not been established by the evidence in the record, it will so report to the president. If the president does not approve the report, he or she should state the reasons for that disapproval in writing to the Committee and to the faculty member and provide an opportunity for responses before rendering a final decision. If the Committee concludes that an academic penalty less than dismissal would be more appropriate, it may so recommend with supporting reasons. The president may or may not follow the recommendations of the Committee.

17. After complying with the foregoing procedures, the president will send an official letter notifying the faculty member whether he or she is to be retained or removed for cause. The letter will be delivered to the addressee only, accompanied by a receipt establishing to whom the letter was delivered, when it was delivered, and where. The letter will clearly state any charges the president has found sustained and will notify the faculty member that he or she may appeal to the Board of Regents for review. The appeal must be submitted in writing to the chancellor within 20 business days following the president's decision. It will state the decision complained of and the redress desired. The Board or a committee of the Board will investigate the matter thoroughly and render its decision thereon within 60 days from the date of the receipt of the appeal or from the date of any hearing held thereon.
18. Upon dismissal by the president, the faculty member will be suspended from employment without pay from the date of the final decision of the president. Should the faculty member be reinstated by action of the Board of Regents, he or she will be compensated from the date of the suspension.

Non-Renewal Regulations

Non-Tenured Faculty with Academic Ranks of Instructor, Assistant Professor, Associate Professor, and Professor

According to current Georgia Board of Regents policy, universities in the system are no longer required to notify non-tenured faculty who have been awarded academic rank and who are employed under written contract that an employment contract for the succeeding academic year will be offered to them. Rather, "faculty with the rank of instructor, assistant professor, associate professor, or professor, who are employed under written contract, and who served full-time for the entire previous year, have the presumption of renewal for the next academic year unless notified in writing, by the president of an institution or his/her authorized representative, of the intent not to renew."

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

Notice of intention not to renew a non-tenured faculty member who has been awarded academic rank (instructor, assistant professor, associate professor, professor) will be furnished in writing, according to the following schedule:

1. at least three months before the date of termination of an initial one-year contract
2. at least six months before the date of termination of a second one-year contract
3. at least nine months before the date of termination of a contract after two or more years of service in the institution
4. This schedule of notification does not apply to persons holding temporary or part-time positions, or persons with courtesy appointments, such as adjunct appointments.

Lecturers and Senior Lecturers

Full-time lecturers and senior lecturers are appointed on a year-to-year basis. Lecturers and senior lecturers who have served full-time for the entire previous academic year have the presumption of reappointment for the subsequent academic year unless notified in writing to the contrary as follows:

1. For lecturers with less than three years of full-time service, the university will provide non-reappointment notice as early as possible, but no specific notice is required.
2. For lecturers with three or more years but less than six years of full-time service, the university will provide non-reappointment notice at least 30 calendar days prior to the institution's first day of classes in the semester.
3. For senior lecturers or lecturers with six years or more of full-time service, the university will provide non-reappointment notice at least 180 calendar days prior to the first day of classes in the semester.

Lecturers or senior lecturers who have served for six or more years of full-time service and who have received timely notice of non-reappointment are entitled to a review of the decision in accordance with published procedures.

In no case will the service as lecturer or senior lecturer imply any claim upon tenure or reappointment under other conditions than those above.

Process for Terminating Faculty Members Due to Financial Exigency

On such matters, the Faculty Senate should determine the pool from which the majority of the faculty representatives for advising the president are selected. When implementing BOR policy on financial exigency those responsible should recognize that:

- Judgments determining where termination of appointments may occur, within the overall academic program, involve considerations of educational policy, including affirmative action, as well as of faculty status, and should therefore be the primary responsibility of the faculty. The faculty should also exercise primary responsibility in determining the criteria for identifying the individuals whose appointments are to be terminated. These criteria may appropriately include considerations of length of service.
- The responsibility for identifying individuals whose appointments are to be terminated should be committed to a person or group designated or approved by the faculty. The Faculty Senate should determine the allocation of this responsibility.
- Terminating appointments because of financial exigency and at the same time making new appointments will reflect negatively on the institution as a whole.
- Before terminating an appointment because of financial exigency, the institution, with faculty participation, should make every effort to place the faculty member concerned in another suitable position within the institution.
- In all cases of termination of appointment because of financial exigency, the place of the faculty member concerned should not be filled by a replacement within a period of three years, unless the released faculty member has been offered reinstatement and a reasonable time in which to accept or decline it.
- If the administration issues notice to a particular faculty member of an intention to terminate the appointment because of financial exigency, the faculty member will have the right to a full hearing before a faculty committee.

Discontinuance of Program or Department Standards and Procedures

The decision to discontinue formally a program or department of instruction will be based essentially upon educational considerations, as determined primarily by the faculty as a whole or an appropriate committee thereof.

Note: "Educational considerations" do not include cyclical or temporary variations in enrollment.

They must reflect long-range judgments that the educational mission of the institution as a whole will be enhanced by the discontinuance.

1. Before the administration issues notice to a faculty member of its intention to terminate an appointment because of formal discontinuance of a program or department of instruction, the institution will make every effort to place the faculty member concerned in another suitable position. If placement in another position would be facilitated by a reasonable period of training, financial and other support for such training will be proffered. If no position is available within the institution, with or without retraining, the faculty member's appointment then may be terminated, but only with provision for severance salary equitably adjusted to the faculty member's length of past and potential service.
2. A faculty member may appeal a proposed relocation or termination resulting from a discontinuance and has a right to a full hearing before a faculty committee. The hearing need not conform in all respects with a proceeding conducted pursuant to the grievance procedures, but the essentials of an on-the-record adjudicative hearing will be observed. The issues in such a hearing may include the institution's failure to satisfy any of the conditions specified above. In such a hearing a faculty determination that a program or department is to be discontinued will be considered presumptively valid, but the burden of proof on other issues will rest on the administration.

3. Grievance

A grievance is a formal complaint filed by any faculty member—including full-time and part-time faculty—about a specific issue, to include complaints reasonably related to the terms and conditions of a petitioner's employment, complaints concerning

- Violations of academic freedom
- Procedural and policy matters, including insufficient consideration related to
 - Salary
 - Promotion
 - Tenure
 - Job performance evaluation of a petitioner
 - Discrimination against a petitioner in violation of CSU's Statement on Discrimination.

(Note: discrimination claims must involve the university's Equal Employment Opportunity (EEO) officer, who will either make a recommendation to the Faculty Hearing Committee or respond to one from it. If the EEO officer finds that the claim is not attributable to discrimination, the grievant may file a further grievance with the Committee.)

- Any matter referred to the Faculty Hearing Committee by the president or by the Board of Regents.

Pre-Grievance Efforts

Faculty members who feel they have a grievance must make timely and good-faith efforts to resolve the issue through the university hierarchy before resorting to the faculty grievance process. The university encourages faculty members contemplating a grievance to discuss the issue with colleagues who can offer advice or guidance such as current or past executive officers of the Faculty Senate, campus AAUP officers, or other knowledgeable persons.

A grievant may appeal the decision of the provost, a chair, or dean to the Faculty Hearing Committee. Grievants may not appeal decisions of the president. Thus, faculty members wishing to have the Faculty Hearing Committee make a recommendation must appeal to it prior to appealing to the president.

The university encourages parties to a grievance to allow an outside mediator to attempt to resolve the issue. Such mediation does not preclude the Grievance Process, thus time spent on mediation does not count against the 60-day window for filing a formal grievance as described below.

Definitions of Terms Related to Grievance

- The term **faculty member** refers to any person defined as "faculty" by the bylaws and policies of the Board of Regents.
- **Part-time faculty** are those persons employed on an as-needed basis for a specified period of time.
- For the purposes of this document, a **business day** is defined as a weekday when the University is opened for business.

Grievance Procedures

To initiate the grievance process, a grievant must file a letter with the executive officer of the Faculty Senate within 60 calendar days of an alleged harm or after formal mediation has ended. The letter must describe:

1. the harm caused
2. the decision maker(s) that caused the alleged harm
3. the decision(s) that caused the alleged harm
4. evidence for all of the above, including a timeline
5. what outcome the grievant is seeking
6. what efforts the grievant has made to resolve the issue within the university hierarchy

The Executive Council of the Faculty Senate (comprised of the Executive Officer, Executive Secretary, and Executive Faculty Members) is the initial hearing committee of a formal grievance. Executive Council members should remove themselves from any case, either at the request of a party or on their own initiative, if they deem themselves disqualified for bias or interest. Upon receiving the formal letter of a complaint, the Executive Officer of the Senate will convene a meeting of the Executive Council. The Executive Council will determine whether the grievant has made a prima facie case. If a claim is deemed to have merit, the Executive Officer will inform the grievant of that fact and ask the grievant to indicate within 10 business days if he or she will proceed with a formal hearing. If the grievant decides to pursue the grievance, the Executive Council of the Faculty Senate will form a Faculty Hearing Committee (as described earlier in section A. 2.), which will follow the university's codified Grievance Hearing Procedures. The Senate's Executive Officer will determine a reasonable timetable for the proceedings and share the timetable in writing with the faculty hearing committee, grievant, and primary named parties in the complaint. If the Executive Officer is unable to fulfill these duties, he/she will solicit another Executive Council member to assume the responsibility.

Grievance Hearing Procedures

1. Members should remove themselves from any case, either at the request of a party or on their own initiative, if they deem themselves disqualified for bias or interest. Each party will have a maximum of two challenges without stated cause provided that all challenges, with or without cause, are made in writing and filed with the chair of the faculty hearing committee

at least five business days in advance of the date set for the hearing. The chair has the authority to decide whether a member of the committee is disqualified for cause. If the chair determines that a member is so disqualified or if a committee member removes himself or herself from a case, the replacement will be selected in the same manner as the original committee was formed. The committee chair may be disqualified by a majority vote of the other committee members. If the chair is thus removed, the committee will elect a new chair after committee replacements have been appointed. A minimum of five is required to make any decisions.

2. Grievance proceedings are confidential and committee members are expected to keep them as such.
3. During the proceedings grievants are permitted to have an academic advisor of their choice from the campus community. Any advisor will function as a colleague and not as legal counsel.
4. A representative of a responsible external educational association will be permitted to attend the proceedings as an observer at the request of either party or the hearing committee.
5. The Faculty Hearing Committee will ensure that an audio recording of the hearing or hearings will be kept and will be made available to the grievant upon request. Audio recordings will be archived in the Office of the Associate Provost for Faculty and Judicial Affairs.
6. The hearing committee will not be bound by strict rules of legal evidence, and may admit any evidence of probative value in determining the issues involved. Every possible effort will be made to obtain the most reliable evidence available.
7. The findings of fact and the decision will be based solely on the hearing record.
8. The parties will be afforded an opportunity to obtain necessary witnesses and documentary or other evidence. The administration will cooperate with the hearing committee in matters regarding witness availability and making available pertinent documents and other evidence that does not infringe upon a reasonable expectation of privacy.
9. The parties will have the right to question all witnesses. Where the witnesses cannot or will not appear but the committee determines that the interests of fair hearing require admission of their statements, the committee will identify the witnesses, disclose their statements, and, if possible, provide for responses to questions.
10. Except for such simple announcements as may be required covering the time of the hearing and similar matters, public statements and publicity about the case by either the faculty

member or administrative officers will be avoided so far as possible until the proceedings have been completed, including consideration by the governing board of the institution. The provost, president, and grievant will be notified of the decision in writing by the chair of the Faculty Hearing Committee.

11. If the provost did not rule on the issue before the grievance procedures started, then he or she will decide whether or not to accept the committee's recommendation, the grievant may appeal to the president if unsatisfied with the provost's decision. If the provost had made a prior ruling, the president will decide whether or not to accept the committee's recommendation. If the subject of the grievance involves a decision made by the provost, then the president alone will decide whether or not to accept the committee's recommendation.

4. Travel

Columbus State University has established travel regulations for the guidance of its employees in the performance of their official duties and to ensure uniformity with [University System policies](#). Faculty must complete a [travel application](#) and have it approved by an appropriate budget authority—normally the chair—prior to initiating any travel for which the faculty member will be reimbursed. (Note: The travel application does not preclude the faculty member's needing to inform the chair of an absence.) In cases where more than one department is covering the expenses, the faculty member should submit one travel application and list the pertinent department account numbers along with the approximate amounts for each account. The faculty member may request that the university prepay registration fees, lodging, and airfare.

5. Faculty Awards

All CSU faculty members, both full- and part-time, are eligible for a number of awards. The following university-level awards are presented in the spring at the university's annual Honors Convocation:

- **CSU Faculty Service Award.** CSU presents this award to a single recipient each year to recognize outstanding service to students, university, and community. The Faculty Service Award guidelines further establish the purpose as well as the nomination and selection processes for the award.

- **CSU Faculty Research and Scholarship Award.** CSU presents this award to a single recipient each year to recognize outstanding accomplishments in research and scholarship. The Faculty Research and Scholarship Award guidelines further establish the purpose as well as the nomination and selection processes for the award.
- **CSU Creative Endeavors Award.** CSU presents this award to a single recipient each year to recognize outstanding accomplishment in creative expression in their discipline. The Faculty Creative Endeavors Award guidelines further establish the purpose as well as the nomination and selection process for the award.
- **CSU Faculty Teaching Innovation Award.** This award showcases the creative innovations of the faculty members that facilitate enhanced learning. This award specifically focuses on the uniqueness of the “program actions” that increase student interest and drive achievement. The Faculty Teaching Innovation Award guidelines further establish the purpose as well as the nomination and selection process for the award.
- **CSU Faculty International Educator of the Year Award.** This award recognizes and rewards faculty and staff members who have made significant contributions to the university’s internationalization and to the international learning outcomes of our students. The Faculty International Educator of the Year Award guidelines further establish the purpose as well as the nomination and selection process for the award.
- **CSU Chappell Graduate Faculty Award.** This award is presented each year to a single member of the graduate faculty who contributes significantly to a graduate program through their teaching, service, and/or professional activities. The Chappell Graduate Faculty Award guidelines further establish the purpose as well as the nomination and selection process for the award.
- **SGA Educator of the Year Award.** The Student Government Association (SGA) presents this annual award to a single faculty member nominated by students and selected by SGA representatives. The stated purpose of the award is to recognize and promote teaching excellence among CSU faculty.
- USG Regents Felton Jenkins, Jr. Hall of Fame Faculty Award, USG Regents Teaching Excellence Award for Online Faculty, USG Regents Teaching Excellence Award – Department/Program, USG Regents Scholarship of Teaching and Learning Award. To recognize teaching excellence within the University System of Georgia, the Board of Regents annually presents these awards, for which it has established basic [guidelines for nominations](#) and for which CSU has also established guidelines for internal nominations.

The following university-level award is presented at the annual Celebration of Writing:

Outstanding Teacher of Writing Award. To encourage faculty to use writing across the curriculum as a best practice for student engagement and learning, the Faculty Center for the Enhancement of Teaching and Learning present the Outstanding Teacher of Writing Award to faculty members who demonstrate a positive impact on the writing of individual students and on the culture and curriculum of writing at CSU. [Award guidelines](#) are available at the Faculty Center website.

The following college-level awards are presented annually at the colleges' own awards convocations:

- College of Letters and Sciences Faculty Fellow Awards – Teaching and Research
- College of Education and Health Professions Awards – Dean's Innovation Award, Distinguished Teacher of the Year Award, Exemplary Service of the Year Award, Scholar of the Year Award
- College of the Arts – Distinct COA awards for CSU and USG awards nominees

6. Lactation Rights

Under section 7(r) of the Fair Labor Standards Act, faculty, staff, and students have the right to a private, clean location to pump that is not a bathroom. Employees have the right to a break for the purpose of pumping each time the employee has a need to express breastmilk.

In accordance with FLSA guidelines, CSU provides private Lactation Rooms to faculty, staff, and students for the purpose of pumping breastmilk. Contact HR for room reservations and access code.

[CSU Lactation Rooms](#)

B. Responsibilities and Duties

1. General Responsibilities and Duties

Teaching, research, and service are all essential obligations of Columbus State faculty members. Teaching is the primary focus at CSU; however, since success in teaching requires intellectual vitality, faculty members should consider their research, scholarship, and/or creative endeavors a high priority. Likewise, service to the university, the profession, and the community are also important.

The faculty should, therefore, devote considerable time and thought to their teaching—to keeping abreast of new scholarly work in their fields, to preparing carefully for their classes, and to being reasonably available to their students outside of class for advice, counseling, and instruction. They should engage in research, reflection, and publication or in other creative efforts that expand knowledge or enrich cultural life. And they should serve at the department, college, university, discipline, and community levels when needed and where appropriate.

CSU faculty have a primary responsibility to: (a) determine the curriculum, subject matter, methods of instruction, and other academic standards and processes, (b) establish the requirements for earning degrees, and (c) evaluate the appointment, reappointment, promotion, and tenure of faculty members. In these capacities they are making collective recommendations to the administration and governing committees on academic standards and policy and on faculty status. The faculty are also encouraged to take part in college life as associates and masters, to serve on departmental and university committees, to attend at least one commencement exercise per year, to stand for election for Faculty Senate, and to serve the public through professional organizations, community outreach activities, and student-related events.

In fulfilling their obligations, faculty members are expected to have a substantial presence on campus during the academic year, beginning with planning week and ending with their submitting final grades. A member of the faculty with research projects or other commitments requiring an absence from the campus during the academic year should follow proper travel procedure.

More generally, membership in the academic profession carries with it special responsibilities. Faculty members should demonstrate ethical behavior in their professional dealings with students, colleagues, staff, and persons outside the university. As teachers, they should encourage the free pursuit of learning, holding to the best scholarly and ethical standards of their disciplines. Faculty members have obligations to their colleagues that derive from common membership in the community of scholars. In the exchange of criticism and ideas, they should respect the opinions of others and defend the free inquiry of associates. As members of an academic institution, faculty members should recognize that their paramount responsibilities are within the university and give due regard to these responsibilities in determining the level of activities that they can assume outside the university.

2. Academic Responsibilities

a) Syllabus Requirement. Faculty members are required to provide a syllabus to students by posting it in the CougarView classroom. The syllabus must include the following information:

- instructor's name, office location and phone number, and e-mail address
- office hours, including a statement regarding meetings by appointment
- overall course objectives and expected learning outcomes
- grade policies
- attendance policies
- list of required texts
- special materials required for the class, if any
- number of required examinations and papers, and general description of other course work
- the university's policy statement regarding students with disabilities

(It is permissible to include a statement indicating that the information contained in the course syllabus, other than the attendance policies, may be subject to change with reasonable advance notice, as deemed appropriate by the instructor.)

b) Class Roll. Class rolls are available to the faculty on the Class Roster page under Faculty Information in MyCSU on the Web. Because the class roll is not updated immediately upon a student's registration, the roll may not include students who have just recently enrolled for a given class. Each term, after the last day of the late registration period, instructors should notify the Office of the Registrar of any errors on the class roll. Faculty are strongly encouraged to check their class rolls frequently as information is subject to change.

c) Office Hours. Faculty need to make themselves available to students and other faculty during regularly scheduled office hours and by appointment. Typically, full-time faculty should be available three or four hours per week (depending on the department) during regular academic terms, somewhat less during Maymester or Summer terms.

d) Faculty Absence. When faculty members must be absent from class or are unable to meet responsibilities of advisement, registration, or other professional obligations, they should inform the department chair. In the event their chair cannot be reached, they should notify the dean.

When a faculty member must be absent from class because of unforeseen reasons, the faculty member is responsible for making provisions for the class or activity and for timely notification of students and the department chair. The faculty member and the Department Chair will make every effort to minimize the disruption. The university police can leave a note in the classroom for students if no one in the department or Dean's office can be reached.

Department or college faculty and administrators may develop policies or procedures requiring action by the faculty member beyond that required by this policy.

e) Final Exams. Faculty should administer final exams only at the officially scheduled times established on the Final Exam Schedule, available at the Academic Affairs website. Further, faculty should not require students to engage in any other class activities during Final Exam week.

Students are not permitted to take final examinations at a time other than the regularly scheduled date unless they have the permission of the instructor and the department chair offering the course.

f) Reporting Grades. Faculty are required to submit final grades to the Office of the Registrar by the established deadlines each term. Typically, these deadlines are communicated to faculty via email by the Registrar's office in the final weeks of a given semester. Additionally, faculty teaching core courses are required to submit mid-term grades.

Instructors submit final grades by data entry on the class roster page found under Faculty Information in MyCSU on the Web. Because a class roster is accessible only with the instructor of record's personal identification number (PIN), no hardcopy (paper) documentation of grade sheets is required. The instructions on how to enter grades appear on the class roster page, in the FAQs pages on the Web, and by e-mail before grade entry is opened.

g) Incomplete Grade Policy

When submitting a grade of incomplete (I) in Banner SIS an instructor must:

1. indicate a completion date (up to one year)
2. confirm that the student has agreed to a written plan to complete the work and has e-mailed a copy of the plan to the student and send a copy to his or her department chair
3. report a default grade if the work is not completed by the completion date

4. submit the last date the student attended if the default grade is a WF

An additional responsibility for the instructor:

Given that the instructor might be absent at the time the work is completed: A copy of the completion plan should be deposited with the instructor's Chair (or another agent).

A complete plan should include grades for all completed work and an explanation of how the final grade should be calculated.

Registrar's responsibilities:

1. At the same time grades are posted, the Registrar should send email messages to the student, instructor, and instructor's Chair reporting an incomplete grade has been given, the completion date, and the default grade.
2. At least two weeks in advance of the due date but not more than three weeks before the due date, if a change of grade has not been submitted, the Registrar should send email messages to the student, instructor, and the instructor's Chair reporting that an incomplete grade has been given, the completion date, and the default grade.
3. If a change of grade has not been submitted one day after it was due, the Registrar shall assign the default grade

h) Advising. Advising of students regarding curriculum, degree plans, and specific courses is a faculty responsibility. Each department organizes its faculty to assist undergraduate majors and graduate students in planning their courses of study and their subsequent careers. Faculty should arrange to meet with their advisees during Advising Week—typically the week before Preregistration—or, for online-only instructors, to confer with them online, to discuss the courses students should plan to take in the following academic term. Faculty advisors will release a student's advising hold at the end of the advising session, thus allowing the student to register for classes online. Beyond that, faculty are encouraged to associate informally with students, especially within the major, for the purpose of serving as professional mentors.

In certain cases, a faculty member may need specific information concerning advising questions, may want to refer a student to the [CSU Advise](#), or may need help identifying students at risk.

i) Records Retention. It is strongly recommended that all faculty be familiar with University System of Georgia’s guidelines on records retention, which include the types of records to be retained and duration of retention.

3. Faculty Responsibilities to Students

a) General Responsibilities. Just as students have obligations to meet the course and classroom requirements, all faculty have equally important responsibilities to the students. They include, but are not limited to, regular attendance at classes; evenhandedness in grading; prompt return of graded exams, papers, and other work; an open disclosure and inspection policy regarding a student’s own work; and clear and early statements of policy on matters such as pop quizzes, term papers, absences, make-up exams, office hours, and general course expectations.

Students with Disabilities. Faculty are expected to make all reasonable accommodations to students with disabilities to allow them the opportunity to succeed in the classroom. For more information about policies and services related to students with disabilities, the [Accommodation and Access Services](#) website may prove helpful.

c) Student Privacy Rights. Faculty should be aware that students have a clearly established right to privacy under the [Federal Family Educational Right to Privacy Act](#) (or Buckley amendment). The Family Education Rights and Privacy Act (FERPA) generally provides that the education records of students—including grades, graded assignments or exams, records, and letters of recommendation—may not be disclosed to third parties without the student’s written consent. **For an undergraduate or graduate student, parents are considered to be “third parties” according to this law, and a faculty member would violate FERPA if he or she were to discuss the student’s grades with the parents without the student’s written consent.** If the faculty member or department chair feels the need to discuss a student’s academic performance with the parents, the faculty member or the chair should first discuss it with the student and get the student’s written consent. There are some exceptions to this rule, but a professor should assume no exception without discussion with a chair or dean or legal counsel.

Under FERPA, there is also a “need to know” standard for disclosures of student education records within the institution. If a professor has a legitimate need to obtain protected information as part of his or her job responsibilities relating to that student, then the professor may have access to the

information, but he or she may not further disclose it unless it is to someone else who also has a “need to know.”

d) Relationships between Faculty and Students. Amorous relationships between faculty members and students are problematic even if they do not involve sexual harassment and even if they involve mutual consent. This is due to the inherently unequal positions of the individuals involved and the potential for professional, psychological, and emotional harm resulting from such relationships. Thus, in the view of Columbus State University, most such amorous relationships do not conform to the institution’s professional standards. To wit, in an academic setting such romantic or sexual relationships conflict with the implicit trust we encourage our students to enjoy vis-à-vis their professors, may negatively impact the university environment when they begin to affect third parties, can result in emotional and psychological damage, and always have the potential for an abuse of power that constitutes unprofessional conduct. The university holds that consensual romantic or sexual relationships between faculty and undergraduate students, and between faculty and graduate students over whom the faculty member has direct or indirect professional responsibility, violate professional ethics and may be subject to disciplinary action, including suspension or dismissal.

e) Faculty Advisors of Student Organizations. Every student organization must have an advisor who is an employee of Columbus State University. Typically, a member of the faculty serves in this role, and such service is strictly voluntary. The student organizations themselves choose the faculty or staff member they wish to have as their advisor, and that advisor must be approved through the Office of Student Life and Development. The Registered Student Organizations (RSO) Handbook outlines other specific rules and recommendations and is available at the CSU [Clubs and Organizations](#) website.

f) Student Absences Related to Extracurricular Activities. All faculty should be familiar with the university’s policies on undergraduate student absences. The [Class Attendance and Withdrawal](#) section in the Undergraduate Academic Regulations explains. While a course’s attendance policy is ordinarily established by individual faculty, that section’s specific binding language applies to absences related to student activities: “Student members of an official Columbus State University organization or students whose attendance is required by the faculty or staff person in charge of the group are officially excused from classes when traveling to university-sanctioned events (e.g., athletic event, band competition, etc.) and are to be given the opportunity to complete exams or

other assignments missed as a result of this absence provided that no more than 15% of the class hours (INCLUDING other absences) per course per semester are missed. Any absences that exceed the 15% allotted must be approved, in advance, by the faculty member in charge of the class. Exceptions to this policy (i.e., where make-up assignments will NOT be allowed) include programs whose accreditation won't allow 15% as well as interactive classes or laboratory classes where points for attendance and participation are lost due to absences of any kind. Affected students must submit an Event Participation Form, provided by the faculty sponsor, to their instructors at the beginning of the semester, in order to obtain consideration for the make-up work.

C. Legal and Ethical Considerations

1. Ethics

The [Board of Regents ethics policy](#) presents a statement of core values, a code of conduct, a list of employee designations to whom the policy applies, and list of sources and references. Faculty also have the ethical obligations outlined below by the American Association of University Professors.

1. Professors, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their subject is to seek and to state the truth as they see it. To this end professors devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice intellectual honesty. Although professors may follow subsidiary interests, these interests must never seriously hamper or compromise their freedom of inquiry.
2. As teachers, professors encourage the free pursuit of learning in their students. They hold before them the best scholarly and ethical standards of their discipline. Professors demonstrate respect for students as individuals and adhere to their proper roles as intellectual guides and counselors. Professors make every reasonable effort to foster honest academic conduct and to ensure that their evaluations of students reflect each student's true merit. They respect the confidential nature of the relationship between professor and student. They avoid any exploitation, harassment, or discriminatory treatment of students. They acknowledge significant academic or scholarly assistance from them. They protect their academic freedom.

3. As colleagues, professors have obligations that derive from common membership in the community of scholars. Professors do not discriminate against or harass colleagues. They respect and defend the free inquiry of associates, even when it leads to findings and conclusions that differ from their own. Professors acknowledge academic debt and strive to be objective in their professional judgment of colleagues. Professors accept their share of faculty responsibilities for the governance of their institution.
4. As members of an academic institution, professors seek above all to be effective teachers and scholars. Although professors observe the stated regulations of the institution, provided the regulations do not contravene academic freedom, they maintain their right to criticize and seek revision. Professors give due regard to their paramount responsibilities within their institution in determining the amount and character of work done outside it. When considering the interruption or termination of their service, professors recognize the effect of their decision upon the program of the institution and give due notice of their intentions.
5. 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.

2. Discrimination and Sexual Harassment Prevention

It is the policy of Columbus State University to maintain an academic and work environment for all students, faculty, and staff that is free of discrimination and harassment. Discrimination and harassment are contrary to the standards of the university community. They diminish individual dignity and impede educational opportunities, equal access to freedom of academic inquiry, and equal employment. Discrimination and harassment on the basis of race, color, national origin, age, sex, sexual orientation, gender identity, disability, religion, or veteran's status will not be tolerated at Columbus State University.

Discrimination and harassment are very serious matters that can have far-reaching, current and future impact on the lives, educational experience, and careers of individuals. Intentionally false accusations can have a similar impact. Both a person who impermissibly discriminates against

another, and a person who knowingly and intentionally files a false complaint under this policy, are subject to university discipline.

Definition of Discrimination and Harassment

For the purposes of determining whether a particular course of conduct constitutes discrimination or harassment under this policy, the university subscribes to the following definition:

Conduct that is based upon the traits of an individual that are protected listed in CSU's Statement on Discrimination that:

- adversely affects a term or condition of an individual's employment, education, living environment or participation in a University activity;
- is used as the basis for or a factor in decisions affecting that individual's employment, education, living environment or participation in a university activity; or
- has the purpose or effect of unreasonably interfering with an individual's employment or educational performance or creating an intimidating, hostile, offensive, or abusive environment for that individual's employment, education, living environment, or participation in a university activity.

Some examples of conduct that may constitute prohibited discrimination may include, but are not limited to:

- denying a person access to an educational program based on the traits of a person as listed in CSU's Statement on Discrimination;
- denying raises, benefits, or promotions on the basis of the traits of an individual as protected in CSU's Statement on Discrimination;
- preventing any person from using university facilities or services because of the traits of an individual as protected in CSU's Statement on Discrimination;
- instigating or allowing an environment that is unwelcoming or hostile based on the traits of an individual as protected in CSU's Statement on Discrimination.

Lodging a Complaint

An individual who wishes to complain to the university about alleged discriminatory or harassing behavior or retaliation should contact a University official, such as a supervisor; dean, director or department head; or the director of Human Resources.

Retaliation

The university will take appropriate steps to assure that a person who in good faith reports or participates in an informal resolution or formal investigation of a discrimination or harassment allegation will not be subjected to retaliation. The university also will take appropriate steps to assure that a person against whom such an allegation is made is treated fairly.

3. Consensual Relationships

Within the University setting, faculty and supervisors exercise significant power and authority over others. Therefore, primary responsibility for maintaining high standards of conduct resides especially with those in faculty and supervisory positions. Members of the faculty and staff, including graduate assistants, are prohibited from having “Amorous Relationships” with students over whom they have “Supervisory Responsibilities.” “Supervisory Responsibilities” are defined as teaching, evaluating, tutoring, advocating, counseling and/or advising duties performed currently and directly, whether within or outside the classroom, by a faculty, staff member or graduate assistant, with respect to a student. Such responsibilities include the administration, provision or supervision of all academic, co-curricular or extracurricular services and activities, opportunities, awards or benefits offered by or through the University or its personnel in their official capacity. Employees are prohibited from having “Amorous Relationships” with employees whom they supervise, evaluate or in any other way directly affect the terms and conditions of the others’ employment, even in cases where there is, or appears to be, mutual consent. An “Amorous Relationship” is defined as a consensual romantic, sexual or dating relationship. This definition excludes marital unions. The term also encompasses those relationships in which amorous or romantic feelings exist without physical intimacy and which, when acted upon by the faculty or staff member, exceed the reasonable boundaries of what a person of ordinary sensibilities would believe to be a collegial or professional relationship. The faculty/student and supervisor/employee relationship should not be jeopardized by question of favoritism or fairness in professional judgment. Furthermore, whether the consent by a student or employee in such relationship is indeed voluntary is suspect due to the imbalance of power and authority between the parties.

All members of the University community should be aware that initial consent to a romantic relationship does not preclude the potential for charges of conflict of interest, or for charges of sexual harassment arising from the conflict of interest, particularly when students and employees not involved in the relationship claim they have been disadvantaged by the relationship. A faculty, staff member or graduate assistant who enters into an “Amorous Relationship” with a student under his or her supervision, or a supervisor who enters into an “Amorous Relationship” with an employee under his or her supervision, must realize that if a charge of sexual harassment is subsequently lodged, it will be exceedingly difficult to prove blamelessness on grounds of mutual consent.

Those who require clarification of this policy or the definition of a relational conflict of interest, or who require guidance in removing a potential conflict of interest must contact the Director of Human Resources or his/her designee. Any individual who violates this policy is subject to disciplinary action commensurate with the offense, up to and including termination.

This policy is superseded by the laws governing inability to consent based on age.

4. Nepotism

The Board of Regents [policy on nepotism](#) establishes clear definitions and guidelines regarding the employment of persons related by family or marriage. The primary statements regarding this policy are the following:

- The basic criteria for the appointment and promotion of USG employees shall be appropriate qualifications and performance as set forth in the policies of the Board of Regents. Relationship by a family or marriage shall constitute neither an advantage nor a disadvantage.
- No individual shall be employed in a department or unit that will result in the existence of a subordinate-superior relationship between such individual and any relative of such individual through any line of authority.

5. Conflicts of Interest

Employees should make every reasonable effort to avoid even the appearance of a conflict of interest. An appearance of conflict exists when a reasonable person will conclude from the

circumstances that the employee's personal interest compromises his or her ability to protect the public interest or perform public duties.

Questions of favoritism or fairness in professional judgment should not influence a faculty member's decisions. Faculty must strive to be impartial in their judgments and must guard against the appearance that personal interests influence their actions.

Examples of possible conflicts of interest may include, but are not limited to:

- faculty members grading the work of students with whom they have a romantic relationship
- faculty members judging the work of colleagues with whom there have been documented hostilities
- making decisions about matters in which the faculty member has a financial stake
- any improper advantage due to factors other than work performance

6. Intellectual Property

Columbus State University's policy on intellectual property comprises an extensive document covering all matters related to the subject, including definitions of terms and guidelines for establishing ownership, distribution of income, settling of disputes, confidentiality, collaboration, obligations, and others. It is imperative that students, faculty and staff respect the legal guidelines for creating and using intellectual property in the United States, taking into account the issues of copyright, plagiarism, information piracy, and fair use.

7. Imposition of Sanctions

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

If the administration believes that the conduct of a faculty member justifies imposition of a minor sanction, such as a reprimand, it will notify the faculty member of the basis of the proposed sanction and provide the faculty member with an opportunity to persuade the administration that the

proposed sanction should not be imposed. A faculty member who believes that a major sanction has been imposed as if it were a minor sanction, or that a minor sanction has been unjustly imposed, may, pursuant to the grievance policy, petition the faculty grievance committee for such action as may be appropriate.

D. Public Relations and Outreach

1. Public Relations

Columbus State University seeks and attracts attention from the news media as an academic community of students, faculty, and staff and as a public institution.

Maintaining productive relationships with the people who report the news via newspapers, magazines, radio, television, and the Internet allows the university to realize public understanding of university people, policies, and programs. Providing honest and helpful information to reporters, in a timely manner, in an atmosphere of mutual respect and candor, helps the university develop and enhance positive media relations. The university's policy on Relations with Representatives of News Media by Faculty presents the specific guidelines and procedures for interacting with the media and the general public.

2. Outside Work

The [Board of Regents policy on outside activities](#) establishes rules and guidelines about avoiding conflicts of interest and interference with a faculty member's duties and responsibilities, as well as regulations for consulting and political activities.

Travel Regulations

General

Employees required to travel in the performance of official duties and entitled to reimbursement for expenses incurred need authorization from the department chairperson or other designated official for the performance of their travel—a standing authorization for individuals required to travel on a

regular or continuous basis; a specific authorization for those required to make an occasional trip. [Travel applications](#) should include the itinerary, cost of travel, mode of transportation, and general purpose of travel. A copy of the approved travel application must be attached to the travel expense report. For the purposes of these regulations, travel to points just beyond the state border necessary for the accomplishment of in-state business is not construed as out-of-state travel.

Transportation

Reimbursement for transportation within the state may be for use of personally owned vehicles or by common carrier. Transportation outside the state will be by common carrier unless the faculty member receives specific authorization prior to the trip for the use of a personally owned vehicle. Such authorization should be granted only under conditions where travel by common carrier would be more expensive or less advantageous to the university system. Faculty may not receive reimbursement for payment for transportation other than mileage for use of personally owned, rented or leased vehicle, or travel by recognized common carrier; payments to friends or other individuals cannot be allowed. Transportation costs between an employee's place of residence and his official headquarters cannot be reimbursed.

Reimbursement for transportation by personally owned, rented or leased vehicles will be at the rate approved by statute for the actual mileage traveled in performance of official duties. The initial point of departure will be considered as the employee's residence or official headquarters whichever may be nearer the destination point. In addition to the authorized mileage rate, the faculty member may also receive reimbursement for actual expenses incurred for tolls and parking fees. As per [BOR travel procedures](#), transportation by common carrier will be by scheduled plane, train, or bus. Ground transportation expenses may be reimbursed when actually incurred in connection with common carrier transportation to and from railroad, plane, or bus.

Subsistence

Faculty members may receive reimbursement for lodging expenses incurred in a hotel or motel upon presentation of a "paid" copy of the bill. Faculty should obtain adequate accommodations; however, in accordance with [BOR policy](#), they should try to make reservations in advance, whenever practical, and choose the minimum-rate accommodations available.

When faculty members share a room their reimbursement will be calculated on a pro rata share of the total cost, and each employee will complete an expense statement for his or her portion of the bill. An employee on travel status, if accompanied by husband or wife who is not an employee on travel status, would be entitled to reimbursement at single room rate.

Per [BOR policy](#), faculty may receive reimbursement for the actual cost of meals within certain limits.

Miscellaneous Expenses

Registration fees required for participation in conventions or conferences which an employee is authorized to attend will be reimbursed when supported by a "paid" receipt. Faculty members cannot receive reimbursement for optional assessments or fees or personal memberships. Any part of a registration fee applicable to meals should be reported as meal expense and not as a registration fee.

Faculty members may receive reimbursement for official telephone expenses. Reimbursement claims should indicate the location from which the faculty member made a call, the person contacted, and justification for the communication.

Gratuities must be reasonable and explained. Expenditures for entertainment, laundry, valet service, and other similar personal expenses cannot be reimbursed.

Filing for Travel Reimbursement

Employees who have received official authorization to perform travel must file a [Travel Expense Statement](#) with the business office to account for their expenses and obtain the reimbursement for their expenses or their portion of the travel expense.

Faculty members should file Travel Expense Statements promptly after completing travel and attach paid receipts for registration, lodging, transportation, and all other claimed expenditures

Faculty Service Award Guidelines

Overview

- The purpose of this award is to recognize members of the faculty who have contributed outstanding professional service to the university and/or the community during a recent period including the current academic year. Service is defined as the contribution of faculty members' expertise in their discipline to worthwhile efforts of the university, community, educational, environmental, business, and economic life of the community. Service may also be defined as enrichment of the intellectual life of the university community and as improvement in the quality of the educational environment for the faculty, staff, and students of Columbus State University.
- Though teaching excellence and scholarly and creative activity are important roles of faculty, the Awards Committee does not directly consider those areas in making its selection.
- Examples of outstanding service may be, but are not limited to, service to students in academic advisement, leadership roles on committees at departmental, college and university levels, furtherance of the objectives of faculty and student governance bodies, contribution of professional expertise to the work of community boards, organizations, and other public agencies and private sector enterprises, delivery of exemplary continuing education programs, and combinations of the above activities.
- Each college's nominee(s) for the Faculty Service Award will receive a certificate of appreciation in recognition of service rendered.
- The Faculty Service Award will be presented to a single recipient chosen from among the candidates put forth by each college. The recipient will receive an honor medallion and monetary award in accordance with the Faculty Awards Committee policies at the annual Faculty and Staff Recognition Ceremony.

Selection Procedures

- Each college will determine its procedures for selecting nominees and may submit the number of candidates prescribed by the Faculty Awards Committee policies.
- Each dean will send written notice to the faculty announcing deadlines for award nominations and the procedures for selecting the college's nominees. Each college will then submit its nominations to the provost's office.
- The Faculty Awards Committee will select the recipient of the Faculty Service Award.
- After the Committee has made its selection, the recipient's name will remain confidential until the time of the Recognition Ceremony.

Recommended documents* for departmental nominees

- Abbreviated CV (no more than 3 pages, with attention to items relevant to the award)
- Statement (1–2 pages) about the accomplishments of the nominee relevant to the award
- Letter of support from department chair

Recommended documents* for college nominees

- Abbreviated CV (no more than 3 pages, with attention to items relevant to the award)
- Cover letter submitted by the Dean to include a statement about the nominee's accomplishments relevant to the award
- Letters of endorsement by the Dean and maximum of 3 others knowledgeable about the nominee's achievements
- Documentation as specified in the Faculty Handbook appendix relevant to the award

Research and Scholarship Award Guidelines

Overview

- The purpose of this award is to recognize outstanding efforts by faculty members of Columbus State University in research and scholarship. The award is meant to celebrate the value of these activities, particularly for their role in contributing to the faculty's intellectual growth. Though the award will be given without regard to the nominee's teaching or service talents, it implicitly recognizes the role of research and scholarship in the enhancement of a faculty member's teaching and service capabilities. The award also provides the university a way of identifying and rewarding faculty contributions to the creation, extension, or growth of knowledge or skills.
- Because research and scholarship can be so variously defined by the many disciplines of the university, this award will be based on a list of criteria (spelled out below) rather than on a single definition of either research or scholarship. However, the award should recognize scholarly or research efforts that result in tangible products or artifacts (publications, grants, etc.).
- The committee charged with selecting the recipient of the award can decide whether

to choose faculty whose achievements are wide and various or those whose achievements are narrowly focused. Priority should be given to faculty members whose products are related to their discipline and recognized as valuable according to their adopted standards of excellence and other professionals in their discipline.

- Each college's nominee(s) for the Faculty Research and Scholarship Award will receive a certificate of appreciation in recognition of achievement in research and scholarship.
- The Faculty Research and Scholarship Award will be presented to a single recipient chosen from among the candidates put forth by each college and the Library. The recipient will receive an honor medallion and monetary award in accordance with the Faculty Awards Committee policies at the annual Faculty and Staff Recognition Ceremony.

Criteria

Criteria should remain flexible so as to include the achievements of faculty from the university's many disciplines. Primary criteria for the award should include the following, though not necessarily in the order listed:

- publication of papers and books in refereed journals or presses
- presentations of papers to academic conferences or professional societies
- research or scholarly proposals which receive external funding
- research that incorporates teaching methods or interests or that involves students in research

Secondary criteria like the following could be used as supporting data:

- publication in non-refereed outlets
- attendance at conferences, workshops, or professional meetings
- reviewing for journals or professional societies
- published book reviews

Results which receive international/national attention or audiences should be given higher priority than those which receive regional, state, or local audiences only. Also, work generated principally during the faculty member's tenure at Columbus State University is preferred.

Selection Procedures

- Each college will determine its procedures for selecting nominees and may submit the number of candidates prescribed by the Faculty Awards Committee policies.
- Each dean will send written notice to the faculty announcing deadlines for award nominations and the procedures for selecting the college's nominees. Each college will then submit its nominations to the provost's office.
- The Faculty Awards Committee will select the recipient of the Faculty Research and Scholarship Award.
- After the Committee has made its selection, the recipient's name will remain confidential until the time of the Recognition Ceremony.

Recommended documents* for departmental nominees

- Abbreviated CV (no more than 3 pages, with attention to items relevant to the award)
- Statement (1–2 pages) about the accomplishments of the nominee relevant to the award
- Letter of support from department chair

Recommended documents* for college nominees

- Abbreviated CV (no more than 3 pages, with attention to items relevant to the award)
- Cover letter submitted by the Dean to include a statement about the nominee's accomplishments relevant to the award
- Letters of endorsement by the Dean and maximum of 3 others knowledgeable about the nominee's achievements
- Documentation as specified in the Faculty Handbook appendix relevant to the award

Creative Endeavors Award

Overview

- The purpose of this award is to recognize outstanding efforts by faculty members of Columbus State University in creative expression in their field. The award is meant to

celebrate the value of these activities, particularly for their role in contributing to the student's and faculty's intellectual and creative growth. Though the award will be given without regard to the nominee's teaching or service talents, it implicitly recognizes the role of creative endeavors in the enhancement of a faculty member's teaching and service capabilities. The award also provides the university a way of identifying and rewarding faculty contributions to the creation, extension, or growth of knowledge or skills, or aesthetic products.

- Because creative endeavors can be so variously defined by the many disciplines of the university, this award will be based on the broad criteria (outlined below) rather than on a single definition of what constitutes a creative product. However, the award should recognize efforts that result in tangible products or artifacts (publications, grants, performances, works of art, etc.).
- The committee charged with selecting the recipient of the award can decide whether to choose faculty whose achievements are wide and various or those whose achievements are narrowly focused. Priority should be given to faculty members whose products are related to their discipline and recognized as valuable according to their adopted standards of excellence and other professionals in their area.
- Each college's nominee(s) for the Faculty Creative Endeavors Award will receive a certificate of appreciation in recognition of achievement.
- The Faculty Creative Endeavors Award will be presented to a single recipient chosen from among the candidates put forth by each college and the Library. The recipient will receive an honor medallion and monetary award in accordance with the Faculty Awards Committee policies at the annual Faculty and Staff Recognition Ceremony.

Criteria

- Creation, performance, or presentation of creative works
- For all creative works, there should be documentation of exhibitions, "hosting" of artistic events, publications in art journals, inclusion of CDs, program brochures, posters and flyers, visual documentation such as photographs, articles about the candidate's work, grant awards, commissions/freelance activities, artworks acquired by major gallery, museum or other significant collector, recorded performances of new and original creative work in the field of music or theatre, scores of musical works, invited and juried exhibits and activities, honors and awards

Results which receive international/national attention or audiences should be given higher priority than those which receive regional, state, or local audiences only. Also, work generated principally during the faculty member's tenure at Columbus State University is preferred.

Selection Procedures

- Each college will determine its procedures for selecting nominees and may submit the number of candidates prescribed by the Faculty Awards Committee policies.
- Each dean will send written notice to the faculty announcing deadlines for award nominations and the procedures for selecting the college's nominees. Each college will then submit its nominations to the provost's office.
- The Faculty Awards Committee will select the recipient of the Faculty Research and Scholarship Award.
- After the Committee has made its selection, the recipient's name will remain confidential until the time of the Recognition Ceremony.

Recommended documents* for departmental nominees

- Abbreviated CV (no more than 3 pages, with attention to items relevant to the award)
- Statement (1–2 pages) about the accomplishments of the nominee relevant to the award
- Letter of support from department chair

Recommended documents* for college nominees

- Abbreviated CV (no more than 3 pages, with attention to items relevant to the award)
- Cover letter submitted by the Dean to include a statement about the nominee's accomplishments relevant to the award
- Letters of endorsement by the Dean and maximum of 3 others knowledgeable about the nominee's achievements
- Documentation as specified in the Faculty Handbook appendix relevant to the award

Teaching Innovation Award

Overview

- Columbus State University strives to be a leader in innovative methods for improving student learning and in efforts to improve retention and graduation. This award recognizes and rewards the efforts of faculty members who develop and practice innovative methodologies in pedagogy. This award showcases the creative innovations of the faculty members that facilitate enhanced learning. This award specifically focuses on the uniqueness of the “program actions” that increase student interest and drive achievement.
- The University’s academic community recognizes that not all strategies will result in positive gains in student learning but without the effort there can be no gain. “Only those who will risk going too far can possibly find out how far it is possible to go.” — T.S. Eliot. This award recognizes the effort and documentation of outcomes by the faculty member attempting to create a new learning strategy or methodology and celebrate the faculty’s willingness to expand boundaries of traditional and established teaching strategies.
- Consideration will be given to methodologies that embrace the current Quality Enhancement Plan (QEP) and demonstrate a commitment to active learning strategies that increase student engagement in the learning process.
- Each college’s nominee(s) for the Teaching Innovation Award will receive a certificate of appreciation in recognition of achievement.
- The Teaching Innovation Award will be presented to a single recipient chosen from among the candidates put forth by each college and the Library. The recipient will receive an honor medallion and monetary award in accordance with the Faculty Awards Committee policies at the annual Faculty and Staff Recognition Ceremony.

Criteria

- Innovative teaching is defined broadly and may include the use of new instructional technologies, the use of traditional technologies in creative ways, novel approaches to instruction, and new ways to engage students in the learning process.
- The approach is innovative. Innovative teaching is defined broadly and may include the use of new instructional technologies, the use of traditional technologies in creative ways, novel approaches to instruction, and new ways to engage students in the learning process.
- The goal must have been an effort for positive impact(s) on teaching effectiveness,

student learning, supporting diverse student learners, student readiness, and/or retention rates.

- It may address current teaching and learning trends, high impact educational practices, and/or current University initiatives in education.

Selection Procedures

- Each college will determine its procedures for selecting nominees and may submit the number of candidates prescribed by the Faculty Awards Committee policies.
- Each dean will send written notice to the faculty announcing deadlines for award nominations and the procedures for selecting the college's nominees. Each college will then submit its nominations to the provost's office.
- The Faculty Awards Committee will select the recipient of the Teaching Innovation Award.
- After the Committee has made its selection, the recipient's name will remain confidential until the time of the Recognition Ceremony.

International Educator of the Year Award

Overview

Columbus State University recognizes and rewards faculty and staff members who have made significant contributions to the university's internationalization and to the international learning outcomes of our students. Nominees must be current and active CSU faculty or staff members who have been employed at CSU during the whole of the previous calendar year. The winner will be recognized at the annual Faculty and Staff Recognition Awards.

Criteria

Nominees will be evaluated based on their contribution to internationalization, which may include any or all of the following:

- Teaching, directing or developing study abroad programs;
- Developing or expanding international academic programs or internationalization of existing curricula;
- Promoting greater international understanding and knowledge through lectures,

- programs or other activities on campus and/or in the community;
- Supporting or participating in international faculty development and/or exchange;
- Contributing to international education activities on campus;
- Developing or supporting international cross-cultural interactions amongst students and scholars;
- Directing or advising students on their international research.

Application and Review Process

- Nominees must submit their application to their department chair by the awards published deadline;
- Application packets will include the following:
 - International Educator of the Year application form
 - Application letter
 - Current CV
 - Letters of support (maximum of three)
 - Supporting materials (maximum of ten pages)
- Each colleges nominees will be forwarded to the Center for Global Engagement;
- A subcommittee appointed by the International Education Committee will review and rank all applications
- The review subcommittee will submit its ranked list of the applicants to the Faculty Awards Committee.

Chappell Graduate Faculty Award

Overview

William "Bill" Chappell Graduate Faculty Award

Each department may nominate one graduate faculty member who teaches graduate students and submit to the Dean of their college. Departmental documents* should include:

- Abbreviated CV (no more than 3 pages, with attention to items relevant to the award)
- A well-articulated teaching philosophy that is congruent with the department or program philosophy and outlines goals and strategies for making a difference in the academic success of graduate students. This statement should address the criteria

for the award. (2 – 4 pages)

- A statement (1 – 2 pages) about the service accomplishments of the nominee relevant to the award.
- The Dean will submit one college nomination to the University Graduate Council. The college documents* should include:
 - The above 3 items
 - A cover letter submitted by the Dean to include a statement about the nominee's accomplishments in teaching and service relevant to the award
 - Letters of endorsement by the Dean and maximum of 3 others who are knowledgeable about the graduate faculty nominee's achievement

Required Materials for University-level Awards Selection Process

CSU Faculty Service and Research Awards

The level of monetary recognition is determined by the Faculty Awards Committee and is provided by the CSU Foundation.

For departmental nominees

- Abbreviated CV (no more than 3 pages, with attention to items relevant to the award)
- Statement (1-2 pages) about the accomplishments of the nominee relevant to the award

For college nominees

- Abbreviated CV (no more than 3 pages, with attention to items relevant to the award)
- Cover letter submitted by the dean to include a statement about the nominee's accomplishments relevant to the award
- Letters of endorsement by the dean and maximum of 3 others knowledgeable about the nominee's achievements

SGA Educator of the Year Award

\$1500 at the university level awarded by the Student Government Association

Each year, the Vice President of Scholastic Affairs has the option to conduct nominee interviews, class visits or both if s/he so chooses. Selection criteria include:

- Achievement: education
- Leadership: in the classroom
- Involvement on campus/ local community
- Teaching methodology/Philosophy of Higher Education
- Critical thinking: ways of improving the education process for students

USG Regents Felton Jenkins, Jr. Hall of Fame Faculty Award – AND – USG Regents Teaching Excellence Award for Online Faculty

\$5000 at the state level awarded by the BOR (one for each category)

\$1500 at the university level awarded by the CSU Faculty Center (one for each category)

www.usg.edu/faculty_affairs/awards

For departmental nominees

- Abbreviated CV (no more than 3 pages, with attention to items relevant to the award)
- A reflective statement that includes the nominee's teaching and learning philosophy, strategies, and objectives. This statement should address the criteria for the award (2–4 pages)

For college nominees

- Both items from the departmental level, plus supporting documentation that addresses methods of assessing student learning and achievement that go beyond student evaluations

For institutional nominees

- All of the items from the departmental and college level, plus the complete list of portfolio components requested from the USG, to be prepared with the assistance of the CSU Faculty Center

USG Regents Teaching Excellence Award for Department/Program

\$5000 at the state level awarded by the BOR

www.usg.edu/faculty_affairs/awards

For college nominees

- A narrative statement from the department or program that outlines its philosophy as a community of faculty, and its goals and strategies for making a difference in the academic success of students. This statement should address the criteria for the award (2–4 pages)
- Data showing student successes, such as graduation rates, student retention, job placement, acceptance to other schools, etc.

For institutional nominees

- Both of the items from the college level, plus the complete list of portfolio components requested from the USG, to be prepared with the assistance of the CSU Faculty Center

USG Regents Scholarship of Teaching and Learning Award

\$5000 at the state level awarded by the BOR

\$1500 at the university level awarded by the CSU Faculty Center

www.usg.edu/faculty_affairs/awards

For departmental nominees

- Abbreviated CV (no more than 3 pages, with attention to items relevant to the award)
- A well articulated teaching philosophy that outlines research questions related to teaching and learning (2–4 pages)

For college nominees

- Both items from the departmental level, plus data/evidence (3–5 pages) of the impact of their teaching techniques/pedagogies on student learning and its potential impact on

teaching and learning in the discipline

For institutional nominees

- All of the items from the departmental and college level, plus the complete list of portfolio components requested from the USG, to be prepared with the assistance of the CSU Faculty Center

Grading System (from BOR Section 305)

All institutions of the University System of Georgia are on a 4.0 grade point average system. For computing grade point averages, see the [academic catalog](#).

The University System Uniform Grading Policy is reaffirmed with the provision that a “C” or higher in freshman English composition courses is required to guarantee transferability to institutions that require “C” or higher in English composition of their native students. The receiving institution must have the same policy for both transfer and non-transfer of Core Curriculum “D” grades. The policy that applies to on-campus Core Curriculum “D” grades apply to transfer Core Curriculum “D” grades.

Grading System will reside in the system office with the University System chief academic officer. Exceptions to the use of “S” symbol for academic coursework must be submitted to the University System chief academic officer. Exceptions to the use of the “U” symbol for academic coursework must be submitted to the University System chief academic officer.

Grade Changes

If a student believes an assigned grade is incorrect, he or she should consult the instructor promptly. A final grade will not be changed after one calendar year from the date given.

To change a final grade, the instructor completes an “Authorization to Change Grade” using the **MyCSU**.

Consensual Relationships Policy

Within the university setting, faculty and supervisors exercise significant power and authority over others. Therefore, primary responsibility for maintaining high standards of conduct resides especially with those in faculty and supervisor positions. It is the university's position that it is unwise and inappropriate for members of the faculty to have romantic relationships with students whom they teach, and for supervisors to have romantic relationships with employees whom they supervise, even in cases where there is, or appears to be, mutual consent. The faculty/student and supervisor/employee relationship should not be jeopardized by question of favoritism or fairness in professional judgment. Furthermore, whether the consent by a student or employee in such a relationship is indeed voluntary is suspect due to the imbalance of power and authority between the parties.

All members of the university community should be aware that initial consent to a romantic relationship does not preclude the potential for charges of conflict of interest, or for charges of sexual harassment arising from the conflict of interest, particularly when students and employees not involved in the relationship claim they have been disadvantaged by it. A faculty member who enters into a romantic and/or sexual relationship with a student under his or her supervision, or a supervisor who enters into a romantic and/or sexual relationship with an employee under his or her supervision, must realize that if a charge of sexual harassment is subsequently lodged, it will be exceedingly difficult to prove blamelessness on grounds of mutual consent.

In order to prevent the conflict of interest created by a consensual sexual or romantic relationship, Columbus State University requires that the participants in such a relationship act immediately to remove the conflict of interest. Those who require clarification of this policy or the definition of a relational conflict of interest, or who require guidance in removing the conflict of interest are encouraged to contact the AA/EEO Officer or the human resources director. Failure of the supervisor/faculty member to remove the conflict of interest may lead to disciplinary procedures, including termination of employment.

This policy is superseded by the laws governing ability to consent based on age.

Records Retention Policy

The University System of Georgia's guidelines on records retention include the types of records to be retained and duration of retention. While the manual's guidelines cover all aspects of an institution's

record-keeping, the following sections are especially important for faculty in that they determine that retention should occur at the unit level, among others.

Under "Administration"

- Administrative Reports (A2)
- Advisory Board Reports (A4)
- Agency Relations Records (A7)
- Association and Organization Advisory Records (A8)
- Awards Records (A10)
- Committee Records (A11)
- Correspondence, Administrative (A13)
- Correspondence, Executive (A14)
- Correspondence, Transitory (A15)
- Correspondence, Routine (A16)
- Crisis or Disaster Logs (A17)
- Daily Logs (A18)
- Election Records (A19)
- Grievance Records (A24)
- Institutional Speeches and Statements (A26)
- Institutional Cooperation and Relations Records (A27)
- Lectures and Lecture Series Records (A29)
- Board of Regents Relations Records (A32)
- Policies and Procedures Records (A33)
- Professional Membership Records (A34)
- Signature Authorizations (A36)
- Special Activity Records (A37)
- Special Events Records (A38)
- Meeting Records (A39)
- Vehicle Use Authorization and Request Records (A40)
- Visiting Scholar Program Records (A41)
- Equipment Maintenance Records (A45)
- Issue Tickets Records (A50)
- Property Disposition Requests Records (A52)

- Research and Teaching Drug Inventory Records (A54)
- Sale Inventory Records (A55)
- Shipping Lists and Packing Slips (A56)
- Vehicle Records (A58)
- Vendor History Reports (A60)
- Author's and Artist's Contracts and Agreements Records (A109)
- Disaster Preparedness and Recovery Plans (A126)

Under "Academic Affairs"

- Academic Program Administrative Records (B1)
- Book Order Records (B2)
- Non-University Student Program Administration Records (B10)
- Special Academic Program Records (B13)
- Student Handbooks (B14)

Under "Human Resources"

- Academic and Unclassified Employees Personnel Records (G2)
- Classified Unsolicited Applications (G14)
- Employees Training Records (G19)
- Employees Employment Verification Records (G20)
- Graduate Assistantship Application Records (G25)
- Recruiting Pool Records (G36)
- Search Records (G40)
- Staffing Policies Records (G41)
- Student Faculty/Course Evaluation Records (G44)
- Time, Attendance and Leave Records (G45)
- Volunteer Program Records (G46)
- Shift Summary Sheets (G63)
- Student Time and Attendance Records (G66)
- Student Time Records (G67)
- Leave Request Form (G75)

Under "Publications/Promotions and Alumni Relations"

- Biographical Records (H5)
- Films, Videotapes, and Sound Recordings (H7)
- Fund-Raising Records (H8)
- News Release Records (H10)
- Ordering Records (H11)
- Photographs (H12)
- Publications Inventory Records (H13)
- Publications Record (H14)
- Scholarship Reports (H16)
- Unit/Institution/Organization History Record (H17)

Under "Research"

- Research Data (Animal Care and Use) (H10)
- Research Data (Human Subjects) (H11)
- Research Data (Agricultural) (H12)

CSU Intellectual Property Policy

I. Preamble

Columbus State University is dedicated to teaching, research and the extension of knowledge to the public. Its personnel recognize as two of their primary objectives the creation, development and production of new knowledge and the dissemination of both old and new knowledge. Inherent in these objectives is the need to encourage the development of new and useful materials, devices, programs, processes, and other inventions and creations, some of which may have potential for commercialization, and/or the production and publication of creative and scholarly works and educational materials. CSU believes such activities:

1. Contribute to the professional development of the faculty, staff and students involved;
2. Enhance the reputation of the University;
3. Provide additional educational opportunities for participating students; and
4. Promote the general welfare of the public at large.

Patentable inventions and copyrightable materials often come about because of the activities of CSU faculty, staff and students who have been aided by the use of CSU resources. As part of the CSU's mission, it is important to insure the utilization of such inventions, creations and materials for the public good and to expedite their development and delivery to the public.

At the same time, the CSU encourages the protection of the rights and privileges, and endorses the initiative and incentive of the Creator(s) so that their abilities, as well as those of all other faculty, staff and students, are further stimulated and rewarded.

CSU recognizes the publication of scholarly works as an integral part of the processes of teaching, research and service. Therefore, the University encourages faculty, staff and students to regularly prepare for publication, either through individual or collaborative effort and initiative, articles, pamphlets, books, works of art and other scholarly works which may be subject to copyright and which may generate royalties for the Creator.

Publication may also result from work supported either partially or completely by CSU. With the advent of current and future technology, the variety and number of materials that might be created in a university community has increased significantly, causing the ownership of such copyrightable materials to become increasingly complex.

CSU strives to be at the forefront of teaching and to provide diverse high-quality learning environments. To achieve these goals, CSU encourages and provides incentives for innovators and creators in the development of improved educational materials. Through the efforts of faculty and staff, digital and other storage, and transmission media will have an increasing role in expanding educational effectiveness and accessibility. When such materials are used to expand programs outside the traditional campus, they deserve Intellectual Property (IP) protection.

CSU recognizes the need for enhanced development and dissemination of software technology as a means of expressing both old and new knowledge. CSU is also aware of the dynamic nature of software and that the value of such IP is derived from the ability of its owner to control its use. Indeed, its value is directly related to the degree of protection it enjoys under the law. CSU encourages the protection of such expressions of knowledge by the utilization of appropriate IP laws and the creation of comprehensive software technology transfer policies and procedures.

The foregoing considered, and in order to establish the respective rights and obligations of the University and its faculty, staff and students with regard to current and future Intellectual Property, CSU does hereby establish the following Intellectual Property Policy.

II. Definitions

1. **“Commercialization”** means the process of marketing and licensing Intellectual Property to parties outside CSU who, in turn, will develop products or services based on that IP to sell or license to others. By way of counter-example, this term does not apply to CSU offering a course or seminar for a fee.
2. **“Copyrighted Materials”** shall include the following: (i) books, journal articles, texts, glossaries, bibliographies, study guides, laboratory manuals, syllabi, tests and proposals; (ii) lectures that are written, recorded or other otherwise captured, musical or dramatic compositions, unpublished scripts; (iii) films, filmstrips, charts, transparencies, and other visual aids; (iv) digital video and audio discs and cassettes; (v) live video and audio broadcasts; (vi) programmed and instructional materials; (vii) mask works; (viii) research notes, research data reports, and research notebooks; and (ix) other materials or works other than software, which qualify for protection under the copyright laws of the United States (see 17 U.S.C. 102 et seq.) or other protective statutes whether or not registered there-under.
3. **“Creator”** means a member of the CSU faculty, staff, or student body who creates or develops an invention, as defined under the U.S. patent law, or who participates in the creation of a copyrightable work, under U.S. copyright law, or both. One is a participant in creating a copyrighted work when one makes an original work of authorship (or part thereof) fixed in any tangible medium of expression from which the work can be perceived, reproduced, or otherwise communicated, either directly or with the aid of a machine or device. Being an editor or otherwise facilitating a creation does not ordinarily qualify one as a “Creator.” The term Creator shall be understood to refer to either singular or multiple creators.
4. **“CSU Research and Service Foundation, Inc.”** (CSURSF) is the entity formed for the purpose of evaluating, administering, owning and licensing IP created by CSU faculty, staff and/or students. CSURSF is a non-profit organization whose sole purpose is to support CSU.
5. **“Disclosure Form”** is the document by which faculty, staff and/or students disclose to the CSURSF the project or program being conceived of or developed. This document is due

before work begins on such project or program.

6. **“Faculty member, staff member and student”** shall include, for the purposes of this policy, students who are enrolled for any course at CSU, as well as all faculty or staff members who are employed on a full- or part-time basis by CSU.
7. **“Individual Efforts”** are those activities directed toward a research project or a creative project which are initiated and undertaken by a CSU faculty or staff member and/or student during which:
 1. only incidental use of University resources is made;
 2. the project is developed on one’s own time and is not in accordance with the terms of a sponsored project; and
 3. the project is not undertaken in whole or in part as a University assignment.
8. **“Intellectual Property”** shall be deemed to refer to copyrighted materials, patentable processes or materials, software, trademarks, and trade secrets, whether or not formal protection is sought.
9. **“Lead Creator”** shall be the person in charge of the project or program which develops the IP. There may be more than one Lead Creator on a project or program, however, this must be specified in the Disclosure Form.
10. **“Mask Work”** means a series of related images, however fixed or encoded: (i) having or representing the predetermined, three dimensional pattern of metallic, insulating, or semiconductor material present or removed from the layers of semiconductor chip product; and (ii) in which series the relation of the images to one another is that each image has the pattern of the surface of one form of the semiconductor chip product (See 17 U.S.C. 901).
11. **“Net Revenue”** shall mean the revenue received through commercialization of any IP less the associated expenses which may include, but not be limited to, patent costs, attorney’s fees, marketing costs, reproduction, mailing, consumables, accounting costs, unreimbursed development costs, etc.
12. **“Novel Plant Variety”** means a novel variety of sexually reproduced plant (See 7 U.S.C. 2321 et seq.).
13. **“Patentable Materials”*** shall be deemed to refer to items which reasonably appear to qualify for protection under the patent laws of the United States or other protective statutes whether or not patentable there-under. These are to include Novel Plant Varieties and Patentable Plants.
14. **“Patentable Plant”** means an asexually reproduced distinct and new variety of plant (See 35 U.S.C. 161).

15. **“Software”** shall include one or more computer programs existing in any form, or any associated operational procedures, manuals or other documentation, whether or not protectable or protected by patent or copyright. The term “computer program” shall mean a set of instructions, statements or related data that, in actual or modified form, is capable of causing a computer or computer system to perform specified functions.
16. **“Sponsored Efforts”** are those research and other projects undertaken by faculty, staff and/or students which are paid for, either wholly or substantially in part, by outside entities. Such entities may include, but not be limited to, governmental, corporate, Defense Department, or private foundation. A sponsored effort may be in the form of a grant or a contract whose purpose is to produce a result through research, writing, programming, construction or other effort.
17. **“Trademarks”** shall include all trademarks, service marks, trade names, seals, symbols, designs, slogans, or logotypes developed by or associated with the University System of Georgia or any of its institutions (see 15 U.S.C. 1127).
18. **“Trade Secrets”** means information including, but not limited to, technical or nontechnical data, a formula, a pattern, a compilation, a program, a device, a method, a technique, a drawing, a process, financial data, financial plans, product plans, or a list of actual or potential customers or suppliers which: (i) derives economic value, actual or potential, from not being generally known to, and not being readily ascertainable by proper means by, other persons, who can obtain economic value from its disclosure or use; and (ii) is the subject of efforts that are reasonable under the circumstances to maintain its secrecy (See O.C.G.A 10-1-761).
19. **“University-Assigned Efforts”** are those efforts which the University assigns to a College, department, specific faculty member(s), staff, and/or student(s). The assignment may be either explicit, as in a directive from the president, provost, a dean, department chair or other administrative or governance body, or implicit, as in an effort undertaken as a part of one’s job. Excluded are those scholarly and creative works produced under the general obligation faculty and students have for developing such works which include, but are not limited to, textbooks, associated supplementary material, dissertations, class assignments, other books, musical compositions, works of art, and journal articles.
20. **“University-Assisted Efforts”** are those undertaken by faculty, staff and/or students on their own initiative which receive institutional support (financial or otherwise) or use institutional resources in more than a purely incidental way. Such resources include, but are not limited to, use of funding provided by the University or a University-associated

foundation, use of University-paid time within the employment period and/or by others involved, use of support staff and/or students, and use of University facilities other than one's office and the CSU library.

21. **"University Managed/Operated Efforts"** are those in which a department is expected to develop IP to help carry out its primary mission and to assist in defraying departmental expenses. The University, Faculty and Staff recognize that these departments include elements that go beyond the traditional teacher/student/classroom relationships, though those elements are included and considered of primary importance as well. Departments that fit this category include, but are not limited to, the Coca Cola Space Science Center, Oxbow Meadows, The CSU Social Research Center, and the Cunningham Center.

***Note:** "Whoever invents or discovers any new and useful process, machine, manufacture, or composition of matter, or any new and useful improvement thereof, may obtain a patent therefore, subject to the conditions and requirements of this title." United States Code Annotated, Title 35, Section 101, as amended.

III. Intellectual Property Committee

Composition

Intellectual Property activities at CSU shall be under the general oversight of an institutional Intellectual Property Committee (IPC). This committee shall be appointed by the president and shall consist of nine (9) members as follows:

1. up to six faculty with at least one from each colleges
2. up to three staff with at least one each from the offices of the provost and the vice president of business and finance.
3. up to one student

Ad hoc advisors may be added by the chair at any time to consider a particular case if necessary. Five members shall constitute a quorum. The chair shall be elected by the IPC and shall serve as chair for the duration of his/her term.

Term length shall be three years with staggered term lengths for the initial committee members. Members may request to remain on the IPC for successive terms subject to the approval of the President.

Duties of the Intellectual Property Committee

1. To advise the President on policy matters relating to Intellectual Property;
2. To implement the IP Policies as defined herein;
3. To recommend IP Policy revisions and amendments as it deems necessary;
4. To arbitrate disputes over IP;
5. To approve deviations from the IP policy; and
6. To review IP that is referred to it through the disclosure process.

Meetings

The IPC shall meet as necessary but at least once during the academic year.

IV. Intellectual Property Management

The IPC is responsible for implementation of the University's Intellectual Property Policy. CSURSF is responsible for determining whether or not to administer such Intellectual Property by undertaking the efforts necessary to protect and/or license, or otherwise commercialize, that IP.

1. **Management of Sponsor-Supported Efforts**

IP created through Sponsor-Supported Efforts, subject to provisions of the Sponsor, shall be managed by CSURSF, should CSURSF opt to do so.

2. **Management of University-Assigned Efforts**

IP created through University-Assigned Efforts shall be managed by CSURSF, should CSURSF opt to do so.

3. **Management of University-Assisted Individual Effort**

IP created through University-Assisted Efforts shall be managed by CSURSF, should CSURSF opt to do so.

4. **Management of Individual Efforts**

It shall be the responsibility of the Creator(s) to demonstrate that IP developed as a result of individual efforts while employed by the University meets the criteria set forth in section 2(G). In each case, when agreed to by the IP Committee, the IP will be acknowledged as belonging to the Creator to dispose of as the Creator sees fit.

If both the Creator and CSURSF agree in writing, Individual Effort IP may be managed by the CSURSF on the Creator's behalf. For purposes of income distribution such IP managed by the CSURSF shall be treated as University-Assisted Intellectual Property.

5. **Declined Intellectual Property**

Whenever CSURSF elects not to manage Intellectual Property, or elects to cease managing Intellectual Property that is at the time under its purview, such Intellectual Property, subject to any obligations to a sponsor, may be assigned by CSURSF to the Lead Creator to dispose of as the Lead Creator sees fit.

V. Determination of Rights and Equities in Intellectual Property

1. **Sponsor-Supported Efforts**

Sponsored project agreements may contain specific provisions with respect to ownership of IP developed during the course of such work. Should ownership of any IP produced be shared between the sponsor and CSU or individual performing the work, then ownership of the university/individual's portion shall vest in CSU.

Income, if any, from such IP developed from Sponsor-Supported Efforts shall be shared, subject to the sponsor agreement, in accordance with Section 6.

2. **University-Assigned Efforts**

Ownership of IP developed as a result of University-Assigned Efforts, including any effort normally associated with one's discipline and position, shall reside with the University. Copyrightable works created by an employee in the course of that employee's employment are considered to be works made for hire under copyright law, with ownership vested in the

employer. The general obligation among faculty and students to produce scholarly and creative works, such as textbooks and associated supplementary material, dissertations, other books, musical compositions, works of art, and journal articles does not constitute a specific assignment for this purpose and would constitute an Individual Effort.

Work supported by CSU or CSU Foundation grants or stipends shall be considered University-Assigned Efforts unless the work falls under the general obligation to produce scholarly and creative works.

Income, if any, from such IP developed from University-Assigned Efforts shall be shared as described in Section 6.

3. University-Assisted Efforts

Ownership of IP developed by CSU employees or students through University-Assisted Efforts as defined in Section 2(T) shall reside with the University, unless the CSURSF determines that the IP is not commercially viable at which point ownership shall be assigned to the Creator.

Income, if any, from such IP developed from University-Assisted Efforts shall be shared as described in Section 6.

4. Individual Efforts

Ownership of IP developed by University personnel shall reside with the Creator(s) of such IP provided that it meets the definition of Individual Efforts in Section 2(G) and that the Creator(s) has decided not to use the CSURSF to commercialize the IP.

It shall be the responsibility of the Creator of the IP, if requested, to demonstrate that this classification applies to the IP.

5. University-Managed/Operated Efforts

Ownership of IP developed by University-Managed/Operated Efforts is subject to the same considerations and definitions as those described above and defined in Section 2(U) and shall reside with the University.

Income, if any, from such IP developed by University Managed and Operated Efforts shall be shared as described in Section 6.

VI. Distribution of Income

Net Revenue generated from Intellectual Property administered by CSURSF shall be shared on the following basis:

	Creator	Creator's Department	Creator's College	Creator's Research Efforts	CSURSF	Provost's Office for Faculty Research & Development
Sponsored	65%	10%	5%	5%	5%	10%
Univ.-Assigned	50%	15%	10%	10%	5%	10%
Univ.-Assisted	65%	10%	5%	5%	5%	10%
Individual Efforts	100%	-	-	-	-	-
Univ.-Managed/Operated						
CCSSC	15%	80%	-	-	5%	-
Cunningham	15%	80%	-	-	5%	-

SRC	10%	60%	-	-	5%	25%
UITS	15%	85%	-	-	5%	-

Shares which go to the Creator’s academic Department and College, and to Faculty Research and Development shall only be used to fund new research or to pay for faculty development opportunities such as scholarly conferences.

Should a person in an academic unit not affiliated with a College create intellectual property under the guidelines above, which is then commercialized, the share which would have gone to the College will instead go to the Provost for further faculty research and development. The library shall be treated as a college for purposes of this section of the policy.

The shares going to the Creator’s Department shall be administered by the administrative department head or the academic department chairperson. The share going to the Creator’s College shall be administrated by the Dean of the College, and the share going to Faculty Research and Development shall be administered by the Provost. The share designated for the Creator’s Research Efforts may only be used for future research efforts by the project’s Lead Creator or for professional development and is only in effect while the Lead Creator(s) is employed by, and conducting research at, the University. If the Lead Creator leaves the employ of the University, then this share is returned to CSURSF.

The share going to the CSURSF shall be used for administrative expenses including, but not limited to, tax return preparation, audits, and commercialization efforts.

The Creator’s share of Net Revenue shall be divided equally among joint Creators of the IP unless a written statement signed by all joint Creators which provides for a different distribution formula is filed with CSURSF prior to the first distribution of shared Net Revenue.

It is the Lead Creator’s responsibility to reach a signed income distribution agreement with all co-creators, including students, prior to the commencement of a project. This agreement must be filed with the CSURSF.

In the event the Creator, or one of the Creators leaves the University, that Creator will then receive half of their original share. The other half shall then go to the Faculty Research and Development fund. The only exception being a student Creator who graduates, in which case the student shall continue to receive their full share for 10 years after graduating and then shall receive a half share with the other half going to the Faculty Research and Development fund.

In the event of the death of a Creator, any payment due, or which would have been due to such Creator, shall be made to the Creator's estate for a period of ten (10) years from the date on the Creator's death certificate. After the ten year period, those royalties shall revert to CSURSF.

In the event the terms of any license of IP provide CSURSF with equity, or an option to acquire equity in the entity which licenses the IP, the share of such equity due to the Creator as identified above will be distributed to the Creator when such equity is transferable or convertible to cash.

In the event that IP is licensed to the Creator, the Creator shall waive the right under the University Intellectual Property Policy to receive the Creator's share of Net Revenue specified above. Additionally, if the Creator owns or controls 25% or more of the entity that licenses the IP, the Creator shall waive the right under this University IP Policy to receive the Creator's share of Net Revenue specified above.

In the event the Creator does not receive the Creator's share, that share shall be distributed to any joint Creators identified in writing in the proportions specified in the above chart, or if there are none, shall revert to CSURSF.

VII. Disclosure of Intellectual Property

All faculty, staff and students who initiate work on a research or other project which could produce IP are required to disclose their efforts at the outset of the project to the CSURSF.

The purpose of IP Disclosure is to record IP that may be, is being, or was created and the circumstances under which it is or was created. It provides the basis for a determination of patentability, for drafting a patent application, and/or for registering a copyright. It also provides the initial basis for determining the commercial viability of the possible IP to be created.

An Intellectual Property Disclosure Form needs to be completed when something new and useful has been conceived of or developed, or when unusual, unexpected, or unobvious research results have been achieved.

An Intellectual Property Disclosure Form also needs to be completed when other forms of IP are created by faculty, staff, or students, unless the works are specifically excluded as noted in Sections 2, 4 and/or 5.

Once the form is signed by the Creator, the form and supporting documents should then be submitted to the CSURSF.

Disclosures are not required for Individual Efforts or for scholarly and creative works produced under the general obligation faculty and students have for developing such works which include, but are not limited to, textbooks, associated supplementary material, dissertations, class assignments, other books, musical compositions, works of art, and journal articles.

VIII. Dispute Resolution and Appeals

All cases in which questions arise as to equities, rights, division of royalties, or any other Intellectual Property-related matter shall first be referred to the Intellectual Property Committee for consideration, interpretation of policy, and decision.

CSU Faculty, staff and students shall have the right to appeal the decisions of the Intellectual Property Committee. Any appeal of an Intellectual Property Committee decision shall be first to the Provost, then, if one desires, to the President, and finally to the Board of Regents.

Appeals within the CSU must be made in writing within thirty (30) days of written notice of a final decision and will be adjudicated within 30 days after receipt by the entity at the next level in the appellate process. Appeals to the Board of Regents shall be made in accordance with Article IX of the Bylaws of the Board, which requires that all appeals be filed within twenty (20) days of the final decision of the President of the University.

IX. Collaboration

Collaboration between CSU personnel and persons not employed or associated with the University, including researchers at other universities or companies can result in the development of IP jointly

owned by CSU and other persons or their employers. Protection and commercialization of such joint Intellectual Property can be difficult without extensive cooperation and written agreement among the Creators. Accordingly, it is important for University personnel involved in, or contemplating collaborative efforts with outside entities which may result in the development of IP to advise their immediate supervisors, the Office of Research Services and Sponsored Programs, and the Director of the CSURSF of such activities. An agreement in writing between the parties will need to be signed prior to the collaboration.

X. Confidentiality

Certain contractual obligations and governmental regulations may require that information be maintained in confidence. Additionally, some works, such as certain computer software, may best be protected and licensed as trade secrets, and inventions must be maintained in confidence for limited periods to avoid the loss of patent rights. Accordingly, the timing of publications is important, and CSU Personnel shall use their best efforts to keep the following items confidential:

All information or material designated confidential in a contract, grant, or the like;

All information or material designated or required to be maintained as confidential under any applicable governmental statutes or regulations; and

All information relating to IP developed by CSU Personnel which may be protected under this Policy until application has been made for protection.

XI. Obligations of Lead Creators

Lead Creators shall be responsible for informing co-workers, including students, of their rights and obligations under this Policy as well as under contracts, grants and the like before initiation of a research, creative or other project which would fall under this IP Policy.

XII. Heirs and Assigns

The provisions of this Policy shall inure to the benefit of and be binding upon the heirs and assigns of (i) all CSU personnel and (ii) all others who agree to be bound by it.

XIII. Prevailing Policy

In the event of a conflict between this IP Policy and any policy of the Board of Regents, the latter shall prevail.

XIV. Changes in Policy

This IP Policy may be changed by the President on the recommendation of the Intellectual Property Committee, with the endorsement of the Faculty Senate.

XV. Retention of Ownership

Ownership of IP will normally be retained by the CSURSF. This is to ensure that all licensable knowledge, processes and devices created or invented will be available for public use. Licensing agreements granted by the CSURSF will contain a due diligence provision which will require that the license revert to the CSURSF within a reasonable period of time if the licensee does not make the IP available to the public.

XVI. Policy Applicability

This IP Policy applies to all full or part-time faculty, staff and students of Columbus State University.

Policy on Public Relations

Faculty are to adhere to the guidelines below only when and if they do not impinge upon the tenets of academic freedom, to wit:

- Freedom to discuss all relevant matters in the classroom, to explore all avenues of scholarship, research, and creative expression, and to speak or write without institutional discipline or restraint on matters of public concern as well as on matters related to professional duties and the functioning of the university.
- Academic responsibility implies the faithful performance of professional duties and obligations, the recognition of the demands of the scholarly enterprise, and the candor to make it clear that when one is speaking on matters of public interest, one is not speaking for the institution.

Relations with Representative of News Media by Faculty

1. The office of University Relations is the official source of information for media representatives and issues all news releases.
2. The release of information about university athletic programs and athletes is a responsibility of the sports information director.
3. The office of University Relations publicizes and promotes cultural, athletic and academic events throughout campus, working in coordination with a designated person within each area to promote those events to which the media or public would be invited.
4. Faculty members are encouraged to talk with members of the media on topics in which they can provide expertise. University Relations is available to assist as needed in these situations, but prior approval is not required. They would appreciate hearing about interviews so they can track media coverage of the university.
5. Media requests should be delegated to University Relations when media request information on (a) policy or issues for which a spokesperson has been designated; (b) items for which an "official" university response is needed; (c) issues that require two or more university sources; and (d) campus policy reports.
6. The university will carry out the provisions of the state regulations on public records, which define legal access to information by the media and others.

Procedures for Publicizing Events for the General Public

1. Plans for publicizing events should include contact with the University Relations office at least two weeks in advance.
2. University Relations will initiate contact with the media to assure coordination of information.
3. Refer media representatives to the University Relations office when inquiries pertain to university policy, questions to which an official response needs to be prepared, or responses that require coordination among two or more administrative units.
4. Respond to media inquiries in a timely fashion by referring them to University Relations or by returning a call to a reporter if it is appropriate to respond as noted within the media relations policy.
5. In a crisis situation, proceed as directed by the university's emergency procedures manual, copies of which are available in University Relations office, public safety, the president, vice

presidents, and deans.

6. University faculty and staff should make clear to the media when not speaking in an official capacity.

V. Faculty Evaluation System

A. Values Statement

Faculty at Columbus State University value collegial/professional behavior, which includes the ability to contribute to a positive work environment in the department, college and university. In the exchange of ideas, the faculty member shows due respect to colleagues and to the opinions of others. This in no way undermines the value of dissenting opinions, which enrich academic discourse, but does affirm the position that “professionals do not discriminate against or harass colleagues.” (2010 AAUP Bulletin)

B. Overview of the Evaluation Process

Columbus State University is responsible for establishing definite and stated criteria for faculty performance that are consistent with Regents’ policies and institutional statutes.

The CSU Faculty evaluation system includes the following reviews:

- annual progression towards established milestones
- pre-tenure progress for faculty in their third year
- tenure
- promotion
- post-tenure
- senior administrators at least once every five years

For faculty not on tenure track, the evaluation system consists of annual and promotion evaluations only [ASAH 4.4].

The purpose of the evaluation system is to assess faculty for suitability for tenure, promotion, retention, and/or merit raises. In general, the appropriate supervisor utilizes the annual internal reviews of teaching, research, service, and student success activities to assess progression toward promotion to the rank of associate or full professor and the awarding of tenure.

The awarding of tenure represents a highly important decision through which the department, college, and university incur major commitments to the individual faculty member. While the criteria for promotion and tenure are similar, tenure decisions place a greater emphasis on the faculty member's potential to meet future performance expectations. Promotion decisions reflect the faculty member's performance to date.

All reviews of faculty performance must reflect the nature of the individual's discipline and primary job responsibilities. Reviews should not be capricious, arbitrary, or discriminatory. Due process must be provided.

C. Evaluation Policies & Practices

All evaluations will encompass teaching; undergraduate/graduate student success activities; research/scholarship/creative activity; professional service to the institution, community, or profession; and continuous professional growth appropriate to CSU's mission, the college, school or department.

In those cases, in which a faculty member's primary responsibilities do not include teaching, the evaluation should focus on excellence in those areas (e.g., research, administration, and elements of student success) where the individual's major responsibilities lie. (BOR 8.3.5.1)

1. Performance Areas Defined

This section provides definitions for each performance area to create a more objective evaluation process. All full-time faculty in all disciplines will be evaluated annually in each of the following components:

- Teaching effectiveness
- Research, scholarship, or creative activity
- Service to the institution, profession, or community

a. Teaching Effectiveness

While Columbus State University requires, values, and rewards intellectual contributions and professional service, the institution focuses on the pursuit of excellence in teaching. Thus, faculty

evaluations pay particular attention to teaching performance, and excellent performance in research and service cannot compensate for unsatisfactory performance in teaching.

Recognizing that teaching is the highest priority of the institution, assessments of teaching used to promote growth in teaching must take place each academic year. Assessment of teaching shall take place through observation, consistent with the following policies:

- The faculty member may select the colleague who is to assess teaching. The observer may come from inside or outside the department and from faculty, administrative, or, when appropriate, staff positions; to help eliminate bias, the choice of the observer must be mutually agreed upon by the faculty member and the chair.
- At a minimum, the written evaluation is to include strengths and suggestions for improvement.
- The faculty member is encouraged to include the evaluation in review materials. It is the faculty member's responsibility to document teaching effectiveness through multiple means.
- Over time, attention should be given to evaluating faculty in the various instructional delivery methods that they teach (e.g., online, hybrid, face-to-face, labs, and studios). Faculty are not required to provide online instruction, but when they do, it is expected that a review of the online course design or delivery is evaluated to confirm that the required instructional elements (e.g., course syllabus, gradebook, and assignments) are provided and easily accessible for students.
- In support of this process, departmental faculty in consultation with their chair may develop their own rubrics, and approve the use of rubrics developed by the Faculty Center, the Center of Online Learning, or from other resources, including other departments or individual faculty; in all cases rubrics may be used if they are approved by the chair.

In evaluating a faculty member, the Department Chair will base the teaching performance rating on specific criteria identified in the academic unit's Standards of Excellence.

Documenting teaching effectiveness should focus on both the quality and significance of a faculty member's contributions. At a minimum, the evaluation of teaching must include the following components: student evaluation of all courses taught (courses with response rates less than 30% or with fewer than six students may be excluded by the faculty member from the evaluation of teaching) and faculty self-assessment. Faculty members are encouraged to supplement the required

elements to demonstrate superior performance, as it is their responsibility to document teaching effectiveness through multiple means.

To allow full consideration of quality, creativity, differences in disciplines, delivery methods, and workload, faculty are encouraged to provide evidence of any of the following, if applicable:

Student Feedback: Student comments and other student feedback received and not already included with the required student course evaluations.

Department Chairs may make appropriate comparisons to departmental and historical evaluations and consider the relationship of student evaluations to grade distributions, and differences based on course level, e.g., lower division, upper division, graduate, required and elective courses.

Department Chairs should also consider unusual grade distributions, high attrition rates, class cancellations, and faculty availability to students and colleagues.

Peer Evaluations: The faculty member may submit one or more observations of classroom instruction. It may be useful to include results from multiple observations as well as comments on what the faculty member has learned by being an observer of others' teaching. It might also be helpful to emphasize particular innovations or to demonstrate that the faculty member has effectively adapted instruction as the result of the peer observation process.

Teaching Load: Number of courses taught, student credit hours generated; number of preparations; new preparations; new course developments; new delivery methods.

Pedagogy: Evidence of innovative course or content development, teaching materials, and instructional techniques; experiential learning opportunities; international education activities; incorporation of problem-solving strategies; use of high-impact practices; direction of student research.

Assessment and Assurance of Learning: Evidence of assessment of learning outcomes; course revisions and pedagogical changes in response to collected data; design of course assessment instruments; development of rubrics to measure student learning outcomes; involvement in QEP; involvement in the first-year experience.

Advising, Mentoring, Recruitment of Students: Advising logs; recruitment activity/success; orientation and visitation; mentorships, job referrals and internships; undergraduate or graduate research.

Faculty Development Activities in Teaching: Teaching seminars and workshops; training or research related to alternative delivery methods; pedagogical enhancements; conducting peer observations of colleagues; and maintaining currency in teaching field.

Faculty members may provide other measures of teaching effectiveness such as teaching awards, evidence of handling diverse and challenging teaching assignments, and securing grants for curriculum development.

Materials presented as evidence of teaching effectiveness will be most informative if they demonstrate self-reflection, growth and improvement over time. The Department Chair will evaluate the above areas of

teaching effectiveness allowing for varying emphases on the components to reflect differences in load, discipline, and circumstances. The areas are not necessarily equally weighted.

b. Research, Scholarship, & Creative Activity

The USG values all types of faculty scholarship, including but not limited to the Scholarship of Discovery, the Scholarship of Teaching and Learning, and the Scholarship of Engagement. (ASAH 4.8.2) Faculty are expected to demonstrate research productivity through some combination of peer-reviewed and professional scholarship.

Productivity standards may vary by workload and area of primary teaching responsibility. At a minimum, departmental standards must require evidence that a faculty member's work includes some externally validated research, scholarly, and/or creative work. Each unit's Standards of Excellence will define and clarify quality expectations.

Faculty should provide evidence of all scholarly, research, and creative activities in the annual portfolio. All scholarly activities may be included and will be considered within the context of the university's mission. Greater weight will be placed on peer-reviewed publications, juried/invitational

performances or exhibits, and competitive grants related to the faculty member's academic discipline.

The guidelines presented here represent the minimum expectations. Faculty should be aware that meeting the minimum expectations may not be sufficient for the award of tenure.

c. Service

The university expects faculty to be available to students and colleagues, to accept appropriate committee assignments, and to actively participate in departmental, college, university and university system activities.

Service activities should contribute to the growth of the faculty member and to the enhancement of the department, college, university, and academic and local communities. In the annual portfolio, the faculty member should identify whether service is to the institution (college, university, and university system), profession, or community. Each entry should include how the faculty member contributed to the advancement of the college/university mission.

Institutional Service

Faculty members must participate in the internal affairs and governance of the department, college, university and, when possible, the university system. Such activities include committee work, assigned administrative duties, special departmental projects and activities, and consultation with, and assistance to, college-related outreach units.

Professional Service

Academic service activities may include serving as a reviewer, discussant, or chair in a national, regional, or local conference; serving as a member of an editorial review board; and editing conference proceedings. Holding key leadership roles in national, regional, or local organizations is evidence of professional service activity. Departments should identify appropriate, discipline-specific organizations consistent with the faculty member's performance objectives.

Community Service

Service to the local community forges and enhances partnerships between the community and Columbus State University. The university encourages faculty members to apply their

professional expertise to enhance the local community. Community service includes active contributing memberships in area organizations, committee membership (especially serving as chairperson), serving on a board of directors or its equivalent, donating professional services such as giving speeches, presenting continuing education programs, and consulting (both with and without remuneration). The primary motivation for community service should be the enhancement of the Columbus State University community, and community service should be consistent with the university's mission.

Other Performance Area Definitions

Involvement in student success and professional growth and development activities are embedded into the areas of review (i.e., teaching, research/creative endeavors, and service) and are considered in the faculty evaluations. Definitions are provided below to help guide development of standards of excellence within the department and college levels.

a. Student Success

Columbus State University is dedicated to developing students who excel in academic, professional, and personal pursuits during their matriculation and post-graduation. The USG's student success initiatives along with our institution's core values guide the measurement of student success for our faculty, staff and campus community.

Faculty are evaluated annually on the student success activities. In general, faculty are encouraged to

- Connect learning to real-world experiences the student could encounter
- Communicate to students the purpose of assignments, courses, and degree programs
- Challenge students to think critically, solve problems, collaborate, and communicate effectively
- Create an inclusive classroom environment that evokes a sense of belonging

It is the responsibility of the faculty member to provide evidence of their role in actual student accomplishments or their participation in efforts that promote student success.

An individual faculty member should note examples of these success initiatives, which may include - but are not limited to - such efforts to actively connect students to resources at the institution to support post-graduation plans; supporting student presentations at conferences, exhibitions, and juries; internship opportunities; the receipt of student awards; embedding high-impact practices (HIPs) in teaching; publicly engaged scholarship or advocacy by students; supporting students in graduate school, professional school, or job applications; documented post-graduation student employment outcomes; and enriching service opportunities.

Examples of student success activities embedded into teaching, research, and service can be found on the [Academic Affairs website](#).

b. Professional Growth & Development

All faculty are expected to pursue continuous professional growth and development to support and enhance teaching, research and service endeavors. Professional development activities will vary across disciplines.

However, faculty members should document their participation in meaningful activities that enhance teaching, research, and service and translate progress towards tenure, promotion, or post-tenure reviews.

2. Foundational Faculty Evaluation Tools

a. Department and College Standards of Excellence

Each academic unit publishes Standards of Excellence and reviews them annually. The Standards of Excellence communicate the college and department expectations of faculty as relevant to annual performance reviews, pre-tenure review, tenure, promotion, and post-tenure review. These standards are consistent with institutional policies published in the CSU Statutes and the CSU Faculty Handbook. Any faculty member in the department can propose a change to the department standards. A majority vote of the tenured and tenure-track faculty in the department will determine acceptance of the changes in the standards the department wishes to establish.

A simple majority of tenured and tenure-track faculty within a college will determine the acceptance of proposed changes at the college level. The Department Chair, Dean, and Provost must approve proposed standards and changes to the standards before they take effect.

b. Professional Development Plan

Professional Development Plans (PDP) serve as five-year guides to assist in the annual evaluation process. The plan is created after a careful review of the Standards of Excellence and specifies goals with identified milestones, a time frame, activities and resources needed to assist the faculty member in achieving those goals, and an ongoing evaluation plan.

New faculty members develop a three-year PDP in consultation with the Department Chair or appropriate supervisor to enhance eligibility for tenure and/or promotion. A plan for the remaining two years will be developed in consultation with the department chair after the pre-tenure review.

After the initial award of tenure, the faculty member, in consultation with the Department Chair, will create a five-year Post-Tenure Professional Development Plan to review and monitor progress toward future milestones.

Goals and milestones of all PDPs will be re-evaluated during the annual review and can be adjusted as needed.

c. Annual Evaluation

The annual evaluation documents the supervisor's review of a faculty member's performance in the areas of teaching; undergraduate/graduate student success activities; research/scholarship/creative activity; professional service to the institution or community; and continuous professional growth. The written evaluation indicates whether the faculty member is making satisfactory progress toward the next level of review appropriate to their rank, tenure status, and career stage. Annual reviews serve as the foundational documents in the CSU Faculty Evaluation System.

d. USG Likert Scale

Tenure-track faculty, tenured faculty, and faculty outside of the tenure process should be evaluated based upon their academic discipline-specific criteria, and the institutional evaluation rubric,

consistent with the system level review policies and guidelines detailed in the [Academic and Student Affairs Handbook](#). All USG annual faculty evaluations must utilize the following Likert scale:

- 1 – Does Not Meet Expectations
- 2 – Needs Improvement
- 3 – Meets Expectations
- 4 – Exceeds Expectations
- 5 – Exemplary

Excellence, or noteworthy achievement as referenced in BOR Policy 8.3.7.3, is reflective of a 4 or 5 on the above Likert Scale. Deficient and unsatisfactory as referenced throughout this document is reflective of a 1 or a 2 on the above Likert Scale. Annually, each institution must submit information regarding faculty annual reviews and PTR review outcomes to the Board of Regents. The reporting guidelines, structure, and timelines will be disseminated by the USG Academic Chief Officer.

Faculty supervisors are expected to be objective when implementing the rating scale. All faculty members are expected to perform at the level described by *Meets Expectations*. The following descriptions can help guide understanding of the rating scale.

Exemplary (5)

The faculty member's portfolio reflects activities that far exceed those expected of a faculty member of similar rank and responsibility.

Exceeds Expectations (4)

The faculty member's portfolio reflects activities better than expected of a faculty member of similar rank and responsibility.

Meets Expectations (3)

The faculty member's portfolio reflects activities expected of a faculty member of similar rank and responsibility.

Needs Improvement (2)

The faculty member's portfolio reflects activities that are less than expected of a faculty member of similar rank and responsibility. Improvement is necessary for the faculty member to meet expectations. The faculty member is required to develop a Performance Remediation Plan in consultation with their department chair to remediate their performance during the following year.

Does Not Meet Expectations (1)

The faculty member's portfolio does not contain activities reflective of the expectations of a faculty member of similar rank and responsibility, or the faculty member fails to present clear evidence of support. The faculty member is required to develop a Performance Remediation Plan in consultation with their department chair to remediate their performance during the following year.

It is important to keep in mind the rating of Meets Expectations. Meets Expectations does not denote a faculty member's performance is sub-standard. This rating reflects that a faculty member has performed well in their job and, in so doing, meets department, college, and university performance requirements. Additionally, we presume faculty hired at the institution are highly motivated to perform their job to meet the Standards of Excellence expectations which are necessarily high, and this rating is likely to be the most common rating.

3. Policies and Procedures

a. Pre-Tenure Review

1. Policy for Pre-Tenure Review

Faculty who are employed on an annual tenure track contract will undergo a third-year pre-tenure review. The procedure for pre-tenure review intends to develop and nurture eligible individuals and to educate them about the tenure process and criteria early in their employment at Columbus State University. The review provides rigorous analysis and detailed feedback of the faculty member's body of work in the areas of teaching, student success activities, research/scholarship, and service towards tenure. More than merely an assessment of previous performance, pre-tenure review includes a professional development plan (PDP), prepared by individual faculty members in consultation with the Department Chair, with a focus on the department standards of excellence, emphasizing excellence in teaching and involvement in student success activities. Establishing a Professional Development Plan will allow the faculty member to reasonably envision the award of tenure.

Participation in this process does not assure that tenure will be awarded.

Each year the PDP is reviewed with the Department Chair during the annual evaluation time period. The pre-tenure review is conducted in tandem with the annual evaluation in the third year. The previous annual evaluations must be part of the review.

In the third year, a committee of the individual faculty members' peers and their annual evaluators will conduct an in-depth review of their past performance and PDP to identify strengths and weaknesses. The pre-tenure review process includes, at minimum, a review from the Department Chair, faculty peers, and the Dean.

The committee will make suggestions for the enhancement of strengths and the remediation of deficiencies

2. Procedures for Pre-Tenure Review

- a) All faculty employed on a tenure track contract, not yet awarded tenure, will undergo a pre-tenure review no later than the end of the spring term of the third year of employment at CSU. Faculty who have been awarded probationary credit toward tenure must undergo pre-tenure review at the end of the second year of employment with CSU.
- b) During the first semester at CSU the faculty member, in consultation with the Department Chair/appropriate supervisor will prepare a three-year PDP which includes the first semester of teaching. The PDP is designed to enhance the faculty member's eligibility for tenure as well as support the objectives of the department, the goals of the college, and the mission of the university.
- c) This PDP plan will provide the basis for the annual evaluation of the faculty member the following spring. The PDP will specify goals with a time frame for each, activities to assist the faculty member in achieving those goals, institutional resources needed to accomplish the goals, and an ongoing evaluation plan. A copy of the PDP will be sent by the appropriate supervisor to the Dean for review and budgetary considerations. Goals and milestones will be re-evaluated during the annual review and can be adjusted as needed.
- d) The appropriate supervisor will discuss with the faculty member and provide in writing the progression toward future milestones. In the third year (or second for those with probationary credit) pre-tenure review will be in tandem with the faculty member's annual evaluation for that year.
- e) The faculty member will prepare a portfolio in the same format required in the formal tenure process. This portfolio will include a description of accomplishments with appropriate

documentation in the same format as the formal tenure process described in the Columbus State University Faculty Handbook.

- f) In consultation with the Department Chair, each faculty member will select a Pre-Tenure Review Committee and its chair. The membership includes a minimum of three tenured faculty from their department or college. The faculty member should choose one committee member from outside their assigned department. The Dean will have final approval of the committee and its chair.
- g) The Department Chair will review materials and make a recommendation which analyzes the faculty member's strengths and weaknesses. The Department Chair will discuss with the faculty member in a scheduled conference the content of that faculty member's pre-tenure review. A written report of the faculty member's progression towards achieving future milestones of tenure will be provided to the faculty member after the conference. The faculty member will sign a statement to the effect acknowledging appraisal of the content of the pre-tenure evaluation.
- h) The faculty member will have 10 working days to respond in writing to the pre-tenure written evaluation. The response will be attached to the evaluation.
- i) The Department Chair will have 10 working days to acknowledge in writing receipt of the response, noting changes, if any, made because of either the conference or the faculty member's written response. This acknowledgement will become a part of the official records and is not subject to discretionary review.
- j) The Pre-Tenure Review Committee (PTRC) will evaluate materials submitted by the faculty member and Department Chair. The committee will provide recommendations to assist the faculty member in preparation for tenure review. In addition, the committee will grade the faculty member in the areas of teaching, student success, research and service using the following evaluations: Satisfactory Progress or Unsatisfactory Progress toward tenure and promotion.
- k) The faculty member will have 10 working days to respond in writing to the pre-tenure written evaluation of the PTRC, which will be attached to the evaluation.
- l) The Pre-Tenure Review Committee will forward the assessment and recommendations to the Dean and send copies of the Evaluation Form to the faculty member and Department Chair.
- m) After reviewing the portfolio and evaluation form, the Dean will indicate concurrence or non-concurrence with the committee (Satisfactory Progress or Unsatisfactory Progress).
- n) The faculty member will have 10 working days to respond in writing to the pre-tenure

written evaluation from the Dean, which will be attached to the evaluation.

- a. If the Dean is aware of any proposed program/department changes that might prevent the granting of tenure to an otherwise qualified faculty member, it is incumbent upon him or her to notify the faculty member of that possibility.
- o) If the performance in any of the categories is judged to be unsuccessful/unsatisfactory, the faculty member must be provided with a Performance Remediation Plan (PRP). The Department Chair will develop the PRP in consultation with the faculty member with feedback from the Pre-Tenure Review Committee that participated in the third-year review. The PRP must be approved by the Dean of the academic unit. The faculty member will have one year to accomplish the goals/outcomes of the PRP. This will become part of the official personnel records.
- p) At the conclusion of this process, the original evaluation by the Department Chair, Pre-Tenure Review Committee, and Dean will be placed in the faculty member's personnel file so that it is available to be used in the tenure process.
- q) The faculty member, in consultation with the department chair will create a two-year professional development plan that continues to support eligibility for tenure as well as the objectives of the department, the goals of the college, and the mission of the university.

b. Annual Evaluation Procedures and Guidelines

1. Annual Evaluation Procedures

All full-time faculty in all disciplines will be evaluated annually in each of the following components:

- Teaching and effectiveness in instruction
- Research, scholarship, or creative activity
- Service to the institution, profession, or community

Involvement in graduate and undergraduate student success activities as well as continuous professional growth and development are expected and considered in the evaluation. Faculty are encouraged to engage in activities across the areas of review that have the potential to improve student learning and success.

The result of the faculty member's annual evaluations will be utilized in subsequent pre-tenure and post-tenure reviews as well as retention, promotion, and tenure decisions ([BOR 8.3.5.1](#)). All college

and departmental governance documents (Standards of Excellence) must be consistent with the criteria above. Faculty will use the standards as a guide for unit-specific expectations during the pre-tenure, annual, promotion, tenure, and post-tenure evaluations.

2. Departmental Process for Annual Evaluations

- a) The faculty member will provide an annual activity report in the format required by the institution that documents the progression towards achieving milestones established in the plan developed in consultation with the Department Chair from the previous year.
- b) The Department Chair will discuss with the faculty member in a scheduled conference the content of that faculty member's annual written evaluation and progression towards achieving future milestones.
- c) The faculty member will sign a statement acknowledging having been apprised of the content of the annual written evaluation.
- d) The faculty member may elect to respond in writing to the content of the evaluation. The response must be submitted to the Department Chair within ten working days and will be attached to the evaluation.
- e) The Department Chair will acknowledge in writing receipt of this response within ten working days, noting changes, if any, in the annual written evaluation made as a result of either the conference or the faculty member's written response. This acknowledgement will also become a part of the official personnel record. Annual reviews are not subject to discretionary review.
- f) If the performance in any of the categories is judged to be a 1 – Does Not Meet Expectations or a 2 – Needs Improvement, the faculty member must be provided with a Performance Remediation Plan (PRP) to remediate their performance during the next year. The department will develop the PRP in consultation with the faculty member. This will become part of the official personnel records.
- g) The evaluator's recommendations for merit pay increases will reflect the results of the evaluation. Only faculty receiving ratings of satisfactory or above will be considered for merit pay increases.
- h) Reviews must not be capricious, arbitrary, or discriminatory. Faculty must have the opportunity to respond to feedback at each stage of the evaluation process.

3. Administrative Faculty (Department Chair, Director, Vice President, Dean, or Other Similar Positions)

All academic administrators at the institution aligned with an academic unit will receive an annual review by their appropriate supervisor which emphasizes:

- Leadership qualities;
- Management style;
- Planning and organizing capacities;
- Effective communication skills;
- Accountability for diversity efforts and results; and
- Success at meeting goals and objectives.

It is intended that an academic administrator's annual and comprehensive evaluation include a review of traditional faculty activities (teaching, research, student success, and service) that align with the responsibilities of the administrator. (BOR 8.3.5.3, ASAH 4.7)

c. Promotion and Tenure Review Procedures

1. Process Overview

Following are the normal procedures for handling the promotion and tenure process. Faculty and administrators at all levels are responsible for taking measures to prevent bias and conflicts of interest and to preserve the integrity of the process. Deans or their designees shall ensure that the chairs of committees at each level are aware of the timeline as well as the policies and processes that guide the review, vote, and reporting of results. In the case of dual appointments, the Dean and Provost will determine at the time of hire which department will be considered the home department for purposes of promotion and tenure review.

- a) The Dean notifies all faculty of the college who are eligible by Board of Regents policies for consideration for promotion and for tenure. The policies of the Board of Regents require that all members of the faculty in their final probationary year undergo a tenure review. Members of the faculty who have met the minimum time requirements for tenure, but who are not in the final probationary year, should consult with the Department Chair prior to reaching a decision on applying for tenure.

- b) Eligible faculty members must notify the Dean in writing of their intent to apply or withdraw from consideration for promotion or tenure by the deadline published in the Academic Affairs calendar.
- c) Faculty who wish to be considered for promotion and/or tenure must submit all required materials. Faculty are solely responsible for providing ample supporting evidence in the materials submitted for review by the published deadline. Faculty may not include letters of support from individuals who participate in the decision-making process either as administrators or as tenured faculty serving on a personnel committee. Departments or colleges may require external reviews (i.e. those outside the university) as a part of their Standards of Excellence.
- d) Materials will be submitted in the electronic platform in current usage by Columbus State.
- e) After a recommendation has been made at one level, faculty may elect to write a response to any recommendation and include any additional materials to be considered by the next level of review;
- f) however, recommendations made at a prior level of review will not be reconsidered. Faculty will be given a reasonable period of time to respond to a recommendation before that recommendation is submitted for the next level of review. This ensures that the faculty member's response can be considered simultaneously with the recommendation by the reviewer at the next level. Faculty may find the timeline for each level of review posted to the Academic Affairs Planning Calendar.
- g) Faculty may withdraw their applications from consideration at each subsequent step in the review by written notification to the appropriate administrator at the level of withdrawal.
- h) Candidates who are not successful in their first tenure application are limited to one additional application for tenure within the seven-year probationary period. For this purpose, a review completed at the first level (department) is considered an application for tenure.
- i) Withdrawal by a faculty member in the final probationary year will result in a notice of non-renewal of contract for the following academic year.
- j) Faculty may use probationary credit awarded toward tenure at the time of hire at their own discretion to meet length of service eligibility requirements, or they may choose to use their actual service dates rather than accelerate their tenure applications via the probationary credit.

Process for Administrators

At times, unusual circumstances may arise (for example, when an administrator [typically someone at the Department Chair level or higher] stands for promotion or tenure) that call for a modification to these processes by the Office of the Provost. For example, the Dean appoints additional members to the college personnel committee and names the committee chair. If a Dean, associate Dean, or assistant Dean stands for promotion or tenure, it will be the responsibility of the Provost or designee from the Office of the Provost, to appoint the additional members and name the committee chair.

The review of administrators that takes place within the college will be as follows:

- A Department Chair will be reviewed by the department personnel committee (if one exists), college personnel committee, and Dean;
- An assistant or associate Dean will be reviewed by the department personnel committee (if one exists), college personnel committee, and Dean;
- A Dean will be reviewed by the department personnel committee (if one exists) and the college personnel committee.

As with all faculty, administrators reviewed for promotion and tenure must meet department, college, and university standards.

2. Departmental Procedures

- a) According to established procedures, academic departments should form personnel committees, provided there are at least three tenured faculty members eligible to serve. Faculty members who are related to any faculty member by blood or marriage, who are romantically involved, or have other major conflicts of interest are ineligible to serve. Neither faculty applying for promotion or tenure nor the Department Chair may serve on the committee.
- b) Formation of department and college personnel committees occurs during fall planning week each year.
- c) Departmental committee voting will adhere to the following policies and procedures
 1. While every effort should be made to establish a meeting time that enables all committee members to attend, a quorum (majority) of those serving on the committee must be present in order to conduct a vote.
 2. Only members in attendance in person or electronically (by phone or video) may

vote. Committee members who have reviewed materials but are unable to participate may provide the committee chair with written input, which should be considered by the committee but will not be counted as a vote.

3. An affirmative vote from a majority of those participating in the committee meeting is required for the vote to be considered a positive recommendation. Likewise, a non-affirmative vote from a majority of those participating in the committee meeting is required for the vote to be considered a negative recommendation. If a majority either way is not achieved initially, the committee should seek outside clarification of issues as necessary and continue to deliberate. If after further deliberation there is not a majority either affirmative or non-affirmative, the application will go to the next level of review without a recommendation from the committee.
 4. The numerical vote of the committee is to be reported in a letter, and each member present will sign the letter to attest to its review.
- d) The letter should reflect both the identified strengths and areas of concern.
 - e) Department personnel committees must submit their written statement to the faculty member, Department Chairperson, and the Dean. In the absence of department personnel committees, chairpersons have the options of (a) appointing an ad hoc committee of at least three tenured faculty to advise them with respect to the merits of applications, (b) requesting individual recommendations in writing from faculty, or (c) submitting their recommendations without input from department faculty. All committee and administrative recommendations will be in writing and made available to the applicant.
 - f) Department Chairpersons must submit to their Deans their recommendations including support or non-support of department committee action (when such a committee exists) and all materials concerning the departmental review of applications, and they must inform applicants of their recommendations, in writing, at that time.

3. College Procedures

Each college forms a personnel committee responsible for deliberating the merits of each application in the college, the recommendation of the Department Chair, and the recommendation of the department personnel committee, if provided.

The College Personnel Committee (CPC) should be composed of the following:

- a) one faculty member from each department elected by the faculty of that department

- b) two at-large faculty members appointed by the Dean to ensure a balance of professional viewpoints and expertise

The Dean will appoint the chair of this committee from its elected membership.

CPC Eligibility

Tenured faculty who are not under consideration for promotion or tenure are eligible to serve on this committee, provided they have no conflicting interest. It is considered a conflict of interest if the faculty member is related to a faculty member from the College by blood or marriage or is involved in a romantic relationship with the faculty member.

Department Chairs may not serve as a member of the CPC.

CPC Procedures

1. The CPC will review all applications for promotion and tenure and be responsible for the following
 - a) Reviewing Board of Regents criteria for tenure and promotion as recorded in [BOR policy](#) and in correspondence from the chancellor.
 - b) Reviewing and applying university, department, and college Standards of Excellence.
 - c) Reviewing Department Chair and departmental faculty or committee recommendations.
 - d) Developing a formal recommendation to the Dean of support or non-support for the application.
2. Voting policies and procedures to be followed by the college personnel committee include
 - a) All members of the CPC should be present either in person or electronically (by phone or video) for deliberation and voting. If extenuating circumstances prevent a member from participating, the department will be represented by an alternate elected by the department from among its department personnel committee members. The election of the alternate shall take place in the Fall at the time personnel committees are elected. If the department has no personnel committee, it may elect an eligible faculty member to serve as an alternate to the college committee.
 - b) If the need for an alternate to serve on the college committee is made with too little

time for him or her to review all of the college's applicant materials, alternates will participate in discussion and vote on only the recommendations for faculty within the alternate's department.

- c) An affirmative vote from a majority of those participating in the committee meeting is required for the vote to be considered a positive recommendation. Likewise, a non-affirmative vote from a majority of those participating in the committee meeting is required for the vote to be considered a negative recommendation. If a majority either way is not achieved initially, the committee should seek outside clarification of issues as necessary and continue to deliberate. If after further deliberation there is not a majority either affirmative or non-affirmative, the application will go to the next level of review without a recommendation from the committee.
3. The letter from the CPC will include;
 - a) the numerical vote of the committee,
 - b) an identification of both strengths and areas of concern,
 - c) an overall recommendation on the faculty member,
 - d) and the signature of each participating member of the committee.
 4. Submission of a minority report is allowed.
 5. The CPC chairperson will forward a copy of the committee's letter to the applicant.
 6. The CPC chairperson will submit the outcome of the committee's deliberation to the Dean with all supporting materials.
 7. After reviewing and applying all policies relevant to promotion and tenure (i.e., Faculty Handbook Section C.3.C), the Dean will make a recommendation based on the evaluation by the committee(s), the Department Chairperson, and as a result of their own evaluation. The Dean will notify the applicant of the recommendation, in writing, including the rationale for the recommendation. The Dean will then submit the recommendation to the Provost, in writing, along with all supporting materials. No materials may be added once the documents leave the college.

4. Library Procedures

Faculty members of the University Libraries who are appointed to non-tenure track professoriate lines are eligible for promotion but not for tenure. Faculty in the library are not organized into departments and will not have personnel committees as outlined in the procedures for the

academic colleges. The procedures for the consideration of promotion of the library faculty are as follows:

The Dean of Libraries will be responsible for the following:

1. notifying faculty at the appropriate time of their eligibility for promotion;
2. reviewing Board of Regents criteria for promotion as recorded in [BOR policy](#) and in correspondence from the chancellor;
3. reviewing the relevant criteria, policies, and procedures for promotion in the CSU Policies and Procedures and the library's [Standards of Excellence](#);
4. notifying eligible faculty of their appointment to a library personnel committee, (i.e. all faculty holding the rank of associate professor or full professor who have no conflict of interest and assuming there are at least three faculty members eligible to serve);
5. ensuring that the library personnel committee is informed of the criteria, review processes, and timeline for review of applications for promotion and making applicant materials available to committee members;
6. appointing a chair of the library personnel committee;
7. based on their own review and with consideration for the recommendation of the library personnel committee, developing a formal recommendation to the Provost of support or non-support of the application for promotion, including the rationale for the recommendation;
8. submitting to the Provost the letter of recommendation and all supporting materials;
9. notifying the applicant of their recommendation.

The Library Personnel Committee will follow the procedures identified for college personnel committees and will provide to the Dean its written recommendation, which will also be copied to the applicant.

5. Offices of the Provost and President

After a review of the portfolio and the recommendations made by the Dean, Department Chairperson, and committees, the Provost will recommend to approve or deny each faculty member's application for tenure and/or promotion and will include rationale for the recommendation. The Provost will notify the Dean and faculty member, in writing, of that recommendation, then submit materials to the President for action.

The President will make a decision on the tenure and/or promotion of each faculty member following review of the faculty member's portfolio and recommendations made by the Provost, Dean, chair and committees. The President will notify the Provost, Dean, Department Chair, and faculty member, in writing, of that decision. The Provost will notify the Dean and faculty member, in writing, of that recommendation, no less than 10 days before submitting materials to the President for action in order to provide each faculty member the opportunity to respond to the Provost's decision.

d. Post-Tenure Review

1. Policy for Post-Tenure Review

Post-tenure serves the following aims:

- to help faculty identify opportunities that will enable them to reach their full potential for contribution to the academic discipline, university, and the university's mission.
- to ensure that tenured faculty continue to pursue excellence in teaching and involvement in student success activities, maintain academic currency, and remain engaged in scholarly/creative and service activities that support the university's mission
- to provide a longer-term and broader perspective than is usually provided by an annual review
- to encourage tenured faculty to have a careful retrospective and prospective examination of different possible emphases at a given stage of their career

The post-tenure review process must not undermine academic freedom or tenure. All participants in the review process should begin by presuming that the faculty member is a competent and valuable asset to Columbus State University. The review must reflect the nature of the individual's discipline; must not be capricious, arbitrary, or discriminatory; and must provide for due process.

Timeline: All tenured faculty who have rank and tenure with an academic unit must have a post-tenure review in the spring semester five years after the award of tenure and subsequently every five years unless it is interrupted by a further review for promotion to a higher rank (Associate/Full Professor) or academic leadership promotion (e.g. Department Chair, Dean, Associate Provost). ([USG Academic Affairs Handbook Section 4.7](#))

A tenured faculty member may voluntarily elect to go up for a post-tenure review before the five-year time limit. This enables a faculty member to take full advantage of the feedback and insight provided by their colleagues at a strategic moment in their career, rather than having to wait for the usual 5-year cycle. Early post-tenure reviews should include a review of the faculty member's accomplishments since they were last evaluated for tenure or a previous post-tenure review, whichever was most recent. If the faculty member has a successful review, the next post-tenure review will be [in the spring term] five years from the voluntary (PTR) post-tenure review date. If the faculty member is unsuccessful, the original 5-year PTR review date remains in place. The PTR is conducted in tandem with the annual evaluation.

Areas of Evaluation: Tenured faculty members are expected to document successive contributions to furthering the mission of the university through their teaching, scholarship/research, and service. Contributions should be dated from the previous tenure and promotion milestones and encompass the previous 5-year period. Faculty must meet expectations in all areas as determined by departmental/college "Standards of Excellence." Engagement in student success and professional development activities is expected.

To assure a meaningful and fair process, each evaluation should include a review by the department chair and the College Post-Tenure Review Committee (CPTR). The faculty member should provide a copy of a current and any previous professional development plans, annual review findings from the five years prior, or since the last post-tenure review, and any additional materials required by the department. This process fosters the professional growth of faculty members, while allowing for flexibility as departmental, college, and university missions or circumstances change.

Outcomes & Consequences of Post-Tenure Review: The results of a positive post-tenure review must be linked to subsequent decisions on promotion, merit pay, other rewards, and professional development. Faculty members who are performing at a high level should receive recognition for their achievements.

In the event of a post-tenure review that does not meet expectations or needs improvement, the faculty member's appropriate supervisor(s) and faculty member will work together to develop a formal Performance Improvement Plan (PIP) in consultation with the CPTR committee based on the deficiencies found by the committee. Consistent with the developmental intent of the CPTR, the PIP must be designed to assist the faculty member in achieving progress towards remedying the deficiencies identified in the post-tenure review. The PIP must contain clearly defined goals or

outcomes, an outline of activities to be undertaken, a timetable, available resources and supports, and an agreed-upon monitoring strategy. The PIP's goals or outcomes must be reasonable, achievable with the timeframe, and reflect the essential duties of the faculty member. The PIP must be approved by the Dean and submitted to the Office of The Provost. Formal meetings for assessing progress on the PIP should be scheduled no less than twice per semester during the fall and spring semesters.

The assessment of the PIP will take the place of that year's annual review. Failure to successfully remediate the identified deficiencies, or demonstrate substantive progress towards remediation, within one year subjects the faculty member to disciplinary actions up to and including, but not limited to, reallocation of effort, salary reduction, and tenure revocation and dismissal.

2. Procedures for Post-Tenure Review

- a) After the initial award of tenure, the faculty member, in consultation with the Department Chair, will create a five-year Post-Tenure Professional Development Plan (PDP).
- b) This long-range plan will specify goals with a time frame for each, activities to assist the faculty member in achieving those goals, institutional resources needed to accomplish the goals, and an ongoing evaluation plan. The Department Chair will evaluate goals and milestones during the annual review to monitor progress toward future milestones and recommend modifications as needed.
- c) The Department Chair will discuss with the faculty member and provide in writing progression toward future milestones.
- d) In those cases where a faculty member and a Department Chair cannot agree on PDP milestones, a mutually acceptable neutral party will arbitrate.
- e) A copy of the initial Post-Tenure PDP will be sent by the Department Chair to the Dean for review and budgetary considerations. Subsequent post-tenure PDPs can also be shared for funding considerations.
- f) The Dean or their designee will inform, in writing, twelve months in advance, the faculty members scheduled the next spring for post-tenure review.
- g) Each college forms a committee responsible for deliberating the merits of each faculty member's portfolio in the college and the recommendation of the Department Chair. The committee composition should include
 - one tenured faculty member from each department elected by the faculty of the department

- two at-large faculty members appointed by the Dean to ensure a balance of professional viewpoints and expertise
 - Those up for post-tenure review and Department Chairs are not eligible to serve on the committee.
- h) In the fifth year, post-tenure review will be in tandem with the faculty member's annual evaluation for that year.
- i) The tenured faculty member will prepare a portfolio to submit to the Department Chair that follows the same format as the formal tenure process described in the Columbus State University Faculty Handbook. The portfolio should document accomplishments related to teaching, research/scholarship, service. Involvement in student success activities and professional development should be highlighted in the documents. Annual reviews encompassing the previous five years must be included in the documentation.
- j) The Department Chair will have 15 days to review portfolio materials and discuss with the faculty member in a scheduled conference the summary of the PTR findings. A written report of the findings will be provided to the faculty member after the conference. In the event of unsuccessful PTR findings, the written report must also include suggested next steps, due process rights, and the potential ramifications if the faculty member does not remediate or demonstrate substantive progress towards remediation in the areas identified as unsatisfactory.
- k) The faculty member will have 10 working days to respond in writing to the PTR written evaluation. The response will be attached to the final document; however, no action is required by the Department Chair.
- l) The CPTR committee will review the materials, including the findings from the Department Chair, and render a written recommendation of satisfactory or unsatisfactory/not meeting expectations in each of the areas of responsibility. In the case of a satisfactory recommendation, the CPTR committee may elect to include comments about the faculty member's identified areas of excellence and/or possibilities for future milestones.
- m) In the case of an unsatisfactory recommendation, the CPTR committee will make written recommendations about the faculty member's future milestones. The written report must also include suggested next steps, due process rights, and the potential ramifications if the faculty member does not remediate or demonstrate substantive progress towards remediation in the areas identified as unsatisfactory. The CPTR committee will forward its recommendation to the faculty member, the Department Chair, and the Dean.
- n) The faculty member will have 10 working days to respond in writing to the CPTR committee

written evaluation.

- o) The Dean will review the evaluations prepared by the Department Chair and the CPTR committee and provide a written assessment of the faculty member's overall performance to include budget considerations for merit pay and/or professional development costs. The Dean will send this written evaluation to the faculty member, Department Chair, and Provost. The college and the Office of the Provost will each maintain a copy of the evaluation in the faculty member's permanent personnel files.
- p) If the results of the Dean's post-tenure review are unfavorable, then a performance improvement plan shall be created by the applicable Department Chair and Dean in consultation with the faculty member.
- q) The faculty member will have 10 working days to respond in writing to the Dean's written evaluation.
- r) If the faculty member successfully completes the performance improvement plan, then the faculty member's next post-tenure review will take place on the regular five-year schedule. If the faculty member fails to make sufficient progress in performance as outlined in the performance improvement plan (or refuses to engage reasonably in the process) as determined by the Department Chair and Dean after considering feedback from the committee of faculty colleagues, then the institution shall take appropriate remedial action corresponding to the seriousness and nature of the faculty member's deficiencies. If the department chair and dean do not agree on their assessment of sufficient progress in performance, the Provost will make the final assessment.
- s) The President will make the final determination on behalf of the institution regarding appropriate remedial action.
- t) An aggrieved faculty member may seek discretionary review of the institution's final decision pursuant to the Board Policy on Applications for Discretionary Review. (BOR 8.3.5.4)

Academic Administrators: All academic administrators who hold faculty rank and are tenured at the institution aligned with an academic unit will undergo a comprehensive evaluation, including 360° feedback assessment every five years. The review should include an evaluation by subordinates (one level down), and a review of traditional faculty activities (teaching, research, student success, and service) that align with the responsibilities of the administrator. Evaluation results will be assessed by the administrator's supervisor and be the basis for the academic administrative officer's development plan.

4. Exemptions

a. Annual Evaluation Exemption

Faculty who have completed the administrative requirements with Human Resources to retire at the end of the spring term are exempt from the annual review process.

b. Post-Tenure Evaluation

Faculty who submit a formal letter of intent to retire are exempt from Post-Tenure Review if the official date of retirement is within one year after the semester of the scheduled review.

5. Evaluation Outcomes & Appeals

a. Evaluation Outcomes

All faculty reviews shall include evaluation of instruction, student success activities, research/scholarship, and service as is appropriate to the faculty member's college, department, and job responsibilities ([BOR 8.3.5.1](#)). Faculty are expected to engage in student success and professional development activities as defined in the CSU Faculty Handbook, in a particular area, or across the three areas of effort and to meet or exceed expectations in each of the review categories.

Annual evaluations require faculty to be evaluated utilizing the USG Likert scale. The faculty member's overall performance will consider workload and be determined by the weighted Grand Total Score applied to the Evaluation Score Summary Table below. The overall evaluation must indicate whether the faculty member is making satisfactory progress toward the next level of review appropriate to their rank, tenure status, and career stage as noted in the USG Likert scale.

Faculty should refer to their department Standards of Excellence for discipline-specific criteria for annual evaluations.

Exemplary	Exceeds Expectations	Meets Expectations	Needs Improvement	Does Not Meet Expectations
4.01-5.00	3.01-4.00	2.01-3.00	1.01-2.00	0-1.00

1. Satisfactory Outcomes

A faculty member will achieve a satisfactory outcome when *Meeting Expectations* for any individual review area.

A satisfactory post-tenure review will result in a post-tenure merit salary review. The satisfactory outcome and qualitative comments included in the post-tenure evaluation will serve as the basis for recommendations on merit pay increases, equity adjustments, and professional development funding.

Faculty recommended for promotion will have the new rank go into effect at the beginning of their next contract period.

2. Unsatisfactory Outcomes and Consequences

If the performance in any of the categories is judged to *Not Meet Expectations* or *Need Improvement*, the faculty member must be provided with a plan to improve their performance.

There are two different plans for addressing unsatisfactory faculty performance: a ***performance remediation plan*** and a ***performance improvement plan***.

For faculty who do not meet annual performance or pre-tenure expectations a ***performance remediation plan*** is put in place. The purpose of this plan is to scaffold faculty growth and development, strengthen tenure and promotion possibilities. The second, a ***performance improvement plan***, is developed subsequent to an unfavorable post-tenure review (PTR) or corrective PTR. The components of the PIP and the PRP plans must include the following:

- a) Clearly defined goals or outcomes,
- b) An outline of activities to be undertaken,
- c) A timetable,
- d) Available resources and supports,
- e) Expectations for improvement,
- f) Monitoring strategy

Performance Remediation Plan (PRP)

The Performance Remediation Plan is used to document faculty deficiencies based on the outcomes from the annual review. The purpose of the PRP is designed to enable the faculty member to correct unsatisfactory performance in some aspect of their role or responsibilities. The plan must be approved by the Dean and submitted to Human Resources. At least two meetings during the fall and during the spring [4 meetings for the academic year] must be held to review progress, document additional needs/resources, planned accomplishments for the upcoming quarter. After each meeting, the academic administrator should summarize the meeting and indicate if the faculty member is on track to complete the PRP. Consequences for failure to meet the expectations of the PRP must be stated at the conclusion of each meeting. The faculty member must be provided with a Performance Remediation Plan (PRP) to remediate their performance during the next year.

Performance Improvement Plan (PIP)

The Performance Improvement Plan is used to document deficiencies based on an unfavorable Post-Tenure Review. The plan must be approved by the Dean and submitted to Human Resources. At least two meetings during the fall and during the spring [4 meetings for the academic year] must be held to review progress, document additional needs/resources, planned accomplishments for the upcoming time period. After each meeting, the academic administrator should summarize the meeting in writing and indicate whether the faculty member is on track to complete the PIP. At the conclusion of the academic year the faculty member's progress will be determined by the Department Chair and Dean after taking into account feedback from the CPTR committee. The assessment of the PIP will take the place of that year's annual review.

If the faculty member successfully completes the performance improvement plan, then the faculty member's next post-tenure review will take place on the regular five-year schedule.

If the faculty member fails to make sufficient progress in performance, then the institution shall take appropriate remedial action corresponding to the seriousness and nature of the faculty member's deficiencies. Actions may include, but are not limited to:

- a) Develop a new or significantly revised Performance Improvement Plan
- b) Reassign the faculty member, to include non-teaching duties (reallocation of effort)
- c) Reduce salary
- d) Initiate other personnel actions, including tenure revocation and dismissal for cause

The institution will follow appropriate due process mechanisms for a faculty member to appeal the final assessment of their PIP and the resulting remedial actions as outlined in the [BOR post tenure review due process](#).

If the remedial action is separation from employment, the faculty member has the right to request a final faculty hearing for the purpose of confirming that due process was followed in reaching the decision of separation of employment. The outcome of the faculty hearing shall not be binding, but only advisory to the President who shall make the final decision. The procedures of this final faculty hearing will be governed by procedures found in [Section 4.7 of the USG Academic & Student Affairs Handbook](#).

An aggrieved faculty member may seek discretionary review of the institution's final decision pursuant to the Board Policy on [Applications for Discretionary Review](#).

Corrective Post Tenure Review

A faculty member evaluated as deficient in **any one of the elements** of teaching, student success activities, research/scholarship, and/or service for two consecutive annual evaluations will participate in a corrective post-tenure review. Note that the deficiency does not have to be in the same area; but could be a different area from one year to the next. This review will be initiated prior to the normally scheduled five-year review.

The faculty member will follow the guidelines and procedures for post tenure review. If the outcome of the Corrective Post-Tenure Review is successful, the faculty member will reset the post-tenure review clock. If the outcome of a corrective post tenure review does not meet expectations or needs improvement, the same process for an unsuccessful PTR will be followed. CSU is obligated to follow appropriate due-process mechanisms for a faculty member to appeal a corrective post-tenure review as outlined below.

b. Appeals Process for Unsuccessful Post-Tenure Review or Unsuccessful Corrective Post-Tenure Review

If after the Dean's written assessment, the faculty member is found unsuccessful in a post-tenure or corrective post-tenure review, a faculty member who disagrees with the decision can appeal to the University Post-Tenure Review (UPTR) Committee.

When appearing before the UPTR committee, the faculty member is entitled to have a Hearing Advisor of their choice present. The Hearing Advisor does not represent the faculty member and is only present to offer the faculty member advice and to ensure that fair and impartial institutional processes are followed. A Hearing Advisor can be appointed upon request. The faculty member and the Hearing Advisor will not be allowed to hear committee deliberation proceedings.

1. UPTR Committee Composition

Each fall semester, the senate executive officer and the Provost oversee the formation of the University Post-Tenure Review Committee. The committee is formed by a randomized selection of tenured associate or full professors from an elected pool.

- Every college elects the members of this pool based on the number of faculty senate representatives they have.
- Once the pool is formed, the senate executive officer and the Provost will randomly draw a seven-member panel from this pool with at least one faculty member from each college. All members should be free of conflicts of interests.
- The faculty member presenting the appeal will select any five of the seven chosen faculty representatives to serve as the final UPTR committee members.

Committee Eligibility Requirements

- a) Must be tenured associate or full professors
- b) May not be a member of the UPTR committee in the same year that they are scheduled to receive post-tenure review.
- c) Cannot have served on the College Post-Tenure Review Committee for the faculty member making the appeal.
- d) No **conflict of interest**.

2. Initial Appeals Process

As described in the post-tenure review procedures, the faculty member will have 10 working days to respond in writing to the Dean's written evaluation. An additional five working days is granted for the faculty member to submit an appeal to the UPTR committee. An appeal must be submitted in writing within fifteen working days after the date of the notification by the Dean.

- a) The UPTR committee will review the evaluations of the Department Chair, CPTR committee, and Dean and provide its own written assessment of the faculty member's overall performance.
- b) The UPTR committee recommendation may concur with the previous findings or recommend a reversal of it. Adequate cause must be demonstrated. Voting policies and procedures that apply to college personnel committees will govern the voting of the UPTR committee.
- c) The UPTR committee will send this written evaluation to the faculty member, Department Chair, and the Provost.

3. Due Process Following an Unsuccessful Post-Tenure Review or an Unsuccessful Corrective Post-Tenure Review Decision Made by the University Post-Tenure Review Committee

If at the conclusion of the performance improvement plan and allowing the faculty member an opportunity to be heard, the Department Chair and Dean determine that the faculty member has failed to make sufficient progress in performance as outlined in the Performance Improvement Plan (or has refused to engage reasonably in the process), the Department Chair and Dean will propose an appropriate remedial action corresponding to the seriousness and nature of the faculty member's deficiencies. The Dean will submit the findings and proposed action to the Provost and Executive Vice President and notify the faculty member of their right to appeal the findings and sanctions. If the Department Chair and Dean do not agree on their assessment of sufficient progress in performance, the Provost will make the final assessment. Upon request by the faculty member, the UPTR committee will review the materials that attest to performance improvement plan progress and the proposed remedial action and make their recommendation.

The faculty member has 15 business days from receiving the recommendation of the Dean/Department Chair to request the UPTR committee review. Upon request to review the recommended action by the faculty member, further due process will include the following:

- a) The UPTR committee will review the recommendation of the Department Chair and Dean. The UPTR committee may exercise its judgment as to whether an in-person or formal hearing is necessary. The recommendation of the PTR committee may be based solely on a review of record.
- b) If the UPTR committee finds that a formal hearing is warranted, the chair of the UPTR committee will inform the faculty member in writing of their rights to
 1. have an advisor present as described in the faculty handbook;
 2. have access to full disclosure of all evidence;

3. question the evidence and witnesses;
4. bring testimony, witnesses, or evidence; and
5. appeal findings and/or sanctions.

The written notification letter should contain the date, time, and proposed location of the hearing, along with a timeline of the process as indicated by the dates below.

- c) If the faculty member decides not to participate in the hearing process, the UPTR committee may continue the hearing process without the faculty member's attendance. The recommendation(s) of the UPTR committee may be based solely on a review of the record. The UPTR committee will issue its recommendation to the Provost and the faculty member within 20 business days of the request for review by the faculty member.
- d) Within 5 business days of receiving the recommendation(s) from the UPTR committee, the Provost shall send an official letter to the faculty member notifying him or her of the decision.
- e) The faculty member may appeal to the President of the institution within 5 business days of receiving the decision from the Provost. The President's final decision shall be made within 10 business days and should notify the faculty member of the decision and the process for discretionary review application as provided for in Board of Regents' Policy.
- f) If the remedial action taken by the President is deemed severe (e.g., reallocation of effort, salary reduction, suspension, or dismissal), adequate cause must be demonstrated. Contract renewal is expected in the absence of proof of an unsatisfactory review.
- g) If proof is evident, the faculty member may complete their faculty assignment for the current semester at the discretion of the institution; however, the semester during which a final decision is issued will be the last semester of employment in their current role.
- h) An aggrieved faculty member may seek discretionary review of the institution's final decision pursuant to [BOR POLICY 6.26 APPLICATION FOR DISCRETIONARY REVIEW](#).

D. Promotion and Tenure

1. Eligibility

a. Eligibility for Promotion

University policy requires a minimum length of service in a faculty rank to be eligible to apply for a promotion. The completion of the required time in rank, while considered, does not entitle a faculty member to a promotion; the appropriate performance criteria outlined in university and college policies and in the department's Standards of Excellence, which emphasizes excellence in teaching and involvement in student success activities for all teaching faculty, must be fulfilled.

Department chairs are responsible for developing a system for mentoring faculty members and for making recommendations as to when to seek promotion. The faculty member, while not required to follow that chair's advice, should give it serious consideration. The minimum lengths of service required are the following:

- Six years of full-time service at the rank of Lecturer is required for promotion to Senior Lecturer. Individuals may stand for promotion in their sixth year.
- Promotion to associate professor requires five years of full-time service at the rank of assistant professor. Individuals may stand for promotion in their fifth year.
- Promotion to professor requires five years of service at the rank of associate professor at CSU. Individuals may stand for promotion in their fifth year.

Under special circumstances, faculty who are performing significantly above the expectations for their current rank may be considered for early promotion. (See the [USG Academic & Student Affairs Handbook, section 4.6](#) for current Board of Regents policy.)

b. Eligibility for Tenure

Only assistant professors, associate professors, and professors employed full-time and appointed to tenure-track positions are eligible for tenure. Each department is responsible for devising appropriate standards for evaluation of candidates for tenure, and for making the original evaluation and

recommendation of a candidate for tenure; but the following guidelines apply to candidates university-wide:

- Five years of full-time, tenure-track service (probationary period) at the rank of assistant professor or higher is required for tenure. At the earliest, tenure review will take place in the fifth year of tenure track service at CSU.
- Except for the approved suspension of the probationary period due to a leave of absence, the maximum time a faculty member may serve in a tenure-track position at CSU without the award of tenure is seven years. If the president does not approve a recommendation for tenure, the university may proffer a terminal contract for an eighth year.
- Administrative faculty must earn and can only be awarded tenure in their faculty classifications.
- Only faculty members holding terminal degrees, or the equivalent in training, ability, or experience, may be considered for tenure. Terminal degrees must come from a university that is fully accredited or, in the absence of a system of accreditation, internationally recognized.

2. Criteria

Faculty must exhibit, at minimum, satisfactory performance (i.e., Meets Expectations) in teaching, research, and service. All faculty are expected to pursue continuous professional growth and development and to engage in student success activities to support and enhance teaching, research, and service endeavors.

a. Criteria for Promotion

Promotion requires faculty to demonstrate excellence (i.e., Exceeds Expectations) in teaching and one other area. Satisfactory (i.e., Meets Expectations) performance is required in the remaining area of review as determined by departmental and college Standards of Excellence, consistent with the promotion guidelines. ([BOR 8.3.6](#), [ASAH 4.4](#))

Promotion Guidelines

The following general guidelines shall apply to the appointment or promotion to academic ranks:

Senior Lecturer

Promotion to the rank of Senior Lecturer should be based on demonstrated excellence in teaching and other criteria consistent with the role and position of the Lecturer as determined by the department and college. Individuals are awarded this title due to their preeminent professional standing or experience.

Assistant Professor

An appointment to the rank of assistant professor normally requires the prerequisite of a doctoral degree or its equivalent in creative or scholarly achievement. Demonstrated academic ability and potential for professional growth serve as the bases for appointment. Excellence in teaching and other criteria established by the department and college are required for promotion to this rank.

Associate Professor

Actual performance as well as demonstrated potential for further development serve as the bases for promotion to this rank. Evidence must show that individuals are excellent in teaching, engaged in student success activities, growing professionally and contributing to their fields. Associate Professor is a high academic rank and carries no presumption of future promotion. Promotion to associate professor without a terminal degree will only be considered in exceptional cases such as having gained high distinction as a publishing scholar or creative artist.

Professor

As the highest academic rank, the title of professor implies recognition of the individual by peers and associates as an outstanding teacher and an accomplished, productive and respected scholar or creative artist, both within and outside the university, since attaining the rank of associate professor. In addition to demonstrating excellence in teaching, candidates may also demonstrate excellence in scholarship through scholarly publications, applied research, and/or artistic work, and the ability to communicate to professional peers the knowledge and insights gained from the exploration of their area of specialization. They will need to have made important contributions in research or creative activity; university, public or professional service; and/or administrative service to professional societies. Peer review is critical, but the nature of the candidate's discipline will determine the mode of scholarly or creative production.

b. Criteria for Tenure

The award of tenure requires faculty to demonstrate excellence (i.e., Exceeds Expectations) in teaching, and in one other area of review. Satisfactory (i.e., Meets Expectations) performance is required in the remaining area of review as determined by departmental Standards of Excellence. ([BOR 8.3.7.3](#), [ASAH 4.4](#))

Further, faculty are expected to pursue continuous professional growth and development and to engage in student success activities to support and enhance teaching, research, and service endeavors.

The candidate's achievements must evince the potential for long-term effectiveness at the university. In most instances, faculty will seek tenure and promotion to associate professor in the same year.

Candidates who are not successful in their first tenure application are limited to one additional application for tenure within the seven-year probationary period. For this purpose, a review at the first level (department) is considered an application for tenure.

Possession of the foregoing qualifications does not entitle an individual to tenure. Present and anticipated staffing needs of the department, college, and university must be considered in all tenure decisions. Therefore, denial of tenure does not necessarily imply an unfavorable evaluation of the faculty member.

3. Other Special Considerations

a. Probationary Credit

1. Probationary Credit for Promotion

Candidates may be offered initial appointments above the rank of assistant professor provided they meet the requirements (other than years of service) for promotion to the desired rank and it is reviewed by the department, Dean, and Provost, and approved by the President.

At the time of an individual's appointment, a maximum of two years of probationary credit toward promotion may be awarded for service at other institutions or service at a faculty rank within the

institution. Probationary credit towards promotion must be specified in the letter of offer; applicants for probationary credit should complete the [Promotion and Tenure Probationary Credit Request Form](#). Individuals serving in part-time, temporary, visiting, or limited term positions are not eligible for probationary credit towards promotion.

2. Probationary Credit for Tenure

In exceptional cases, the president may approve an outstanding candidate for the award of tenure upon the faculty member's initial appointment provided that:

- tenure has been earned at another institution
- other than years of service, the candidate meets CSU's standards for appointment at the rank of associate professor or professor
- the candidate brings a demonstrable national reputation to the institution
- the committees and administrators normally involved in the tenure-approval process have made a recommendation for tenure for the candidate

A maximum of two years' credit toward the minimum probationary period may be allowed for service at CSU or other institutions provided it is in a tenure-track or comparable position. Faculty hired with probationary credit from another institution must complete a minimum of two full years of service in a tenure-track position at CSU to be eligible for tenure. Applicants for probationary credit should complete the Promotion and Tenure

Probationary Credit Request Form (PDF) . Individuals serving in part-time, limited term, visiting, or full-time temporary positions are not eligible for probationary credit toward tenure.

b. Early Promotion

Under special circumstances, faculty who are performing significantly above the expectations for their current rank may be considered for "early" promotion. At CSU, "early" promotion may only be considered according to the following time table:

- For early promotion from Lecturer to Senior Lecturer, faculty must have served a minimum of three years as a Lecturer

- For early promotion from Instructor to Assistant Professor, faculty must have served a minimum of three years as an Instructor
- For early promotion from Assistant Professor to Associate Professor, faculty must have served a minimum of four years as an Assistant Professor
- For early promotion from Associate Professor to Full Professor, faculty must have served a minimum of four years as an Associate Professor

c. Faculty Workload Consideration

Columbus State recognizes the areas of teaching, research, service, and administration as components of a faculty member’s workload and acknowledges units may differ in workload areas based on the faculty member’s primary job responsibilities. Considerations should be made for the relative percentage of time devoted to each area as determined by the faculty’s assigned total workload. The table below represents the framework for a faculty member’s overall performance as determined by the weighted Grand Total Score (See Section C.5.).

Faculty workload responsibilities should be discussed and agreed upon with the department chair, under the supervision of the dean, so as not to limit a successful promotion or tenure review.

Workload Area	Allocated Weight (W)	Performance Score (S) Likert Scale 1-5	Weighted Score (W) x (S)
Teaching			
Research & Creative Activities			
Service			
Administration (if applicable)			
Other (if applicable)			
Grand Total 100%			

Performance expectations should be clearly outlined in the Standards of Excellence. Administrators should consider including all review categories essential to promotion and tenure evaluation processes into the workload assignment. Faculty approved for grant buyouts must understand how the time allocation is considered in promotion and tenure expectations.

All faculty reviews should be conducted in accordance with the Faculty Workload Policy.

VI. Faculty Development

The university understands that faculty development is essential to the health and rigor of its academic programs. For that reason it supports a number of opportunities for faculty to enhance their skills and pursue individual areas of research, scholarship, and creative activity. Among those opportunities are sabbatical leaves, junior faculty research accommodations, travel to conferences and workshops, university-sponsored grants, and programs sponsored by the [Faculty Center for the Enhancement of Teaching and Learning](#).

A. Sabbatical Leaves

As a leave program represents one of the primary opportunities for a faculty member to devote the time and energy to research and reflection necessary to sustained success as a teacher and scholar, such a program well serves Columbus State's overall mission. Thus, when financial resources permit, the university annually funds a number of faculty sabbaticals.

University administration, in conjunction with the Faculty Senate, has developed Sabbatical Leave Guidelines for determining the qualifications and conditions necessary to sabbatical leave, the compensation formulas pertaining to sabbaticals, and the obligations of each sabbatical recipient. The guidelines also establish the criteria for selecting sabbatical recipients, steps for preparing a sabbatical proposal, dates and deadlines of the application process, and procedures for closing the sabbatical period. Finally, the guidelines provide links to recent, successful applications that may serve as examples.

B. Junior Faculty Research Accommodations

In some cases—often at the time of hire and depending on a variety of factors including job-market conditions in a particular discipline—junior faculty may negotiate for research accommodations, which are generally governed at the college level at CSU. Examples of the kinds of accommodations the university grants include support for summer research programs, reduced teaching loads during the academic year, subsidizing laboratory costs, and others. Junior faculty interested in exploring

research accommodations not specifically covered in this section of the handbook should consult with administrators in their college.

C. Conferences and Workshops

Columbus State University encourages faculty and staff to participate in professional conferences and workshops. Typically, financial and other forms of support for such activities come at the college level. Faculty interested in seeking funding or other forms of support in order to attend professional conferences and/or workshops should seek information from the administrative offices in their college. The Travel Policies and Procedures page, which covers specific details regarding all forms of travel at CSU, outlines the steps for securing travel funding from the university for conferences and workshops, and it provides links to CSU travel forms, which may also be accessed directly on the MyCSU site under the Faculty tab in the “CSU Forms” section by clicking on the “Administrative” link and scrolling down to “Travel Forms.”

D. Grants

The University Grants Program supports the vision of Columbus State University by providing funding for faculty activities related to scholarship and professional development. Stressing flexibility and accountability, the University Grants Criteria and Guidelines take into consideration differences in each college’s focus, accreditation requirements, and funding priorities. Competitive University Grants applications are those that commit to one or more specific, tangible products of a research, scholarship, or professional development project, including but not limited to:

- an article submitted for publication in a peer-reviewed journal
- a juried or peer-reviewed performance or exhibition
- a proposal submitted for external funding
- research project development, data collection, or analysis
- continuing education opportunities
- a presentation of scholarship at a professional conference

The tangible outcome of the project should be achievable within one year of the award of funds. In the case of multi-year projects, the applicant must identify a specific benchmark for each year of the

proposed project. At the end of each year, the recipient will generate an accountability report indicating the progress of the project.

All University Grants are limited to a maximum of \$10,000.

E. Tuition Remission and Waivers

The [Tuition Assistance Program \(TAP\)](#) represents a commitment by the University System of Georgia (USG) to “meet its employees evolving needs” by offering “an educational assistance program ... that fosters the professional growth and development of its eligible employees.” TAP provides tuition remission or tuition waivers to Columbus State University employees who enroll in courses offered by CSU or other USG-governed institutions of higher learning.

To participate in TAP, full-time benefits-eligible Columbus State University employees must [register on or after the dates](#) established by the USG. A system-wide [TAP application form](#) is also available from the USG. Interested CSU employees must register for courses that do not conflict with daily work responsibilities and schedules. In some instances, CSU supervisors may provide work-related accommodations if they can certify that (1) an employee’s request for TAP participation does not conflict with work schedules or (2) if a conflict is present, agreed-upon accommodations have been made to facilitate the employee’s TAP participation. Finally, all participating CSU faculty should become aware of current federal guidelines regarding the tax-exempt status of TAP remissions and/or waivers—guidelines identifying the extent to which TAP participation may affect tax payments on annual income.

F. Faculty Center for the Enhancement of Teaching and Learning

[The Faculty Center for the Enhancement of Teaching and Learning \(FCETL\)](#) offers resources to assist faculty in teaching effectively, in pursuing scholarly research and opportunities for creative activity, and in making progress toward career and professional goals. The Faculty Center provides programs to support the continuous development of all faculty members, promoting faculty initiative and engagement, and celebrating faculty achievements. Programs include faculty roundtable discussions, teaching workshops, faculty research presentations, faculty reading groups, and research and grant-writing boot camps. The Center website offers links to development resources online, including internal grant and fellowship opportunities.

Sabbatical Leaves

The university administration, in conjunction with the Faculty Senate, developed the guidelines below for determining the qualifications for sabbatical leave and the obligations of sabbatical recipients.

General Qualifications and Responsibilities

Eligibility. Any tenured full-time faculty member holding the rank of associate professor or professor is eligible for consideration for a sabbatical assignment. The Faculty Development Committee selects recipients of sabbatical awards from a pool of screened applicants according to established criteria.

Purposes. CSU grants sabbatical leaves to faculty members to engage in research, writing, study, or other activity determined to contribute to the faculty members' professional development and to the reputation of the university.

Conditions. The awarding of a sabbatical is not automatic and depends on the merits of the request and on conditions prevailing in the department, school, or college at the time. The Faculty Development Committee makes sabbatical award recommendations from a final list of applicants identified from the aforementioned pool, and the provost presents those recommendations for the president's approval.

Compensation. The duration of the sabbatical may be for one semester (not to include summers) at full salary and benefits for that semester, or for two sequential semesters (not to include summers) at one-half of the recipient's salary for the academic year. During either period the recipient will be relieved from teaching responsibilities and routine service requirements in order to devote full time to the approved project.

Obligations. The following rules apply to faculty members applying for and receiving sabbatical leave:

1. Applicants for sabbatical awards must submit to their department chair seven copies of a detailed plan of activity they propose to follow. The dean must complete the recommendation sheet before submitting it to the provost.

2. While on sabbatical leave, sabbatical recipients may not accept remunerative employment without the written consent of the president or a designated university representative. Sabbatical recipients may not accept any form of employment during the project period that would interfere with the completion of the sabbatical project.
3. Within one month upon return from sabbatical leave, sabbatical recipients must file with the provost a written report of the scholarly activities conducted while on sabbatical leave. Sabbatical recipients should submit copies of this report to their department chair and dean, and to the chair of the Faculty Development Committee.
4. Sabbatical recipients are obligated to return to Columbus State University for a full academic/fiscal year of service upon completion of the project. Failure to return will obligate sabbatical recipients to fully reimburse the institution for costs it incurred as a result of the sabbatical leave. In accepting sabbatical awards, faculty members sign a statement indicating their awareness of, and agreement to, this repayment provision, and to all other conditions of the project as specified herein.

Criteria for Selecting Sabbatical Recipients

Screeners evaluate proposed sabbatical activities in view of the value it would have for faculty members' professional growth and the contribution it would make toward improving their value to Columbus State University. In that regard, screeners give preference to sabbatical candidates (1) proposing to update or improve knowledge in a field that will be taught in the immediate future, as certified by the faculty member's department chair and dean, (2) whose research could not be carried out at CSU while performing other assigned duties (teaching, service, etc.), and (3) whose scholarly writing is scheduled for publication. In cases of candidates having equal merit according to the above criteria, screeners will base the decision to recommend a recipient on the Faculty Development Committee's confidence in that candidate's potential for success.

Sabbatical Application Guidelines

The following guidelines pertain to eligible faculty applying for sabbatical leave:

Preparing a Sabbatical Proposal Portfolio. The sabbatical proposal portfolio should consist of two parts: (1) a formal written proposal not to exceed 10 pages, and (2) an appendage of support documents.

In general, the formal proposal should contain the following:

1. *Cover Sheet* (includes name, department, college, academic rank, proposal title, award period, check list)
2. *Summary* (one page maximum)
3. *Introduction* (a detailed statement of the request, its objectives, its benefits to the applicant and Columbus State University in definitive and measurable terms, the results expected, and the period of time covered by the proposed sabbatical)
4. *Methods and Evaluation* (a detailed description of the applicant's "Sabbatical Program," including activities to be employed to achieve the desired results; a detailed plan for determining the degree to which the applicant's objectives will be met and can be assessed)
5. *Future Plans* (if applicable, the applicant should describe a plan for continuation of activities beyond the sabbatical period which will benefit the applicant's professional development and Columbus State University; the plan should relate to the objectives and expected outcomes of the sabbatical)
6. *Budget* (a clear delineation of cost, other than salary, associated with the applicant's "sabbatical program," including funding sources (grants, stipends, etc.), travel, etc.

The proposal appendage noted above should contain supporting documents, including, but not limited to:

1. a current curriculum vitae
2. a summary of previous activities which uniquely qualify the applicant to undertake the proposed sabbatical activity
3. a summary of previous activities clearly demonstrating that the applicant has the potential to successfully complete the "sabbatical program"
4. if applicable, verification that support grants, stipends, and consortia arrangements relating to the "sabbatical program" have been authorized and approved (if the applicant is requesting additional faculty development funds to support sabbatical activities, it should be noted in the sabbatical application, and a separate faculty development proposal, properly referenced to the sabbatical proposal, should be submitted to the Faculty Development Committee).

Meeting Sabbatical Application Deadlines. Before submitting a sabbatical application, applicants must complete and sign a "Memorandum of Agreement" stating that they understand and agree to the

terms of Columbus State University's sabbatical program. Refer to the [Academic Affairs Planning Calendar](#) regarding deadlines for the following:

- Academic deans will submit both the sabbatical proposal portfolio and the "Memorandum of Agreement" to the provost by this date. Recommendations are to be on the appropriate form and submitted to the provost, with a copy to the chair of the Faculty Development Committee.
- The Faculty Development Committee will make its recommendations to the provost by this date.
- The provost will notify, in writing, each potential recipient of sabbatical decisions by this date.
- The sabbatical recipients must make a firm decision on their willingness to accept or reject the sabbatical by this date. This decision must be confirmed in writing to the provost, with copies to the faculty member's department chair and dean, and to the chair of the Faculty Development Committee.

Closing the Sabbatical Leave

Within one (1) month upon return from a sabbatical, sabbatical recipients are to file with the provost a written report of their scholarly activities while on sabbatical. Recipients should submit copies of this report to their department chair and dean, and to the chair of the Faculty Development Committee. The report will identify all scholarly activities undertaken during the sabbatical. These activities should be properly referenced to the sabbatical plan submitted in the formal proposal. Recipients should note and explain all exceptions. If applicable, the university will expect recipients to share the results of their scholarly work through appropriate publications, conferences, workshops, and/or seminars, both on and off campus.

Recently successful applications in the areas of biology and history are available to faculty interested in pursuing sabbatical leave.

University Grants Criteria and Guidelines

The university administration, in conjunction with the faculty senate, developed the guidelines below for screening applications for university grants.

Application and Screening Process

All University Grants applications are reviewed by two committees, one at the college level and one at the university level. Representatives from each department within a college make up the college's screening committee as faculty members of the individual colleges are best equipped to evaluate the applications of their colleagues based on the funding and research needs of their college. The committees vet and prioritize applications from the faculty of their own college before sending the applications to the University Grants Committee for review and award.

All faculty members, including non-tenure track, are eligible to apply for funding through this program. All participants should consult the Academic Affairs Planning Calendar for the due dates for each step in the process.

1. A faculty member completes the University Grants application and submits it to the department chair.
2. The department chair reviews applications, adds comments, and passes the applications on to the college screening committee.
3. The college screening committee reviews the applications using the University Grants Scoring Rubric. The committee prepares a rank-ordered list of applications, with a brief statement (1-3 sentences) justifying the ranking, for use by the University Screening Committee. (Note that the college screening committee may choose to screen out some applications.)
4. The college screening committee sends the packets of applications to the dean.
5. The dean reviews the applications, adds comments if necessary, and passes the applications on to the University Grants Committee.
6. The University Grants Committee reviews the applications using the Scoring Rubric and considering comments received with the packet. The University Grant Committee makes award recommendations to the provost.
7. The Provost's Office makes the final decision and administers the awards.

The University Grant application may be found using the link above.

Concluding the University Grants Program

Successful grant recipients must file a University Grants Accountability Report with the Provost's Office no later than 60 days after the target completion date of their project. Recipients also send copies of the report to the department chair and dean.

VII. Campus Environment

A. Libraries

[Columbus State University Libraries](#) support the university's curricular, research, cultural, and community service objectives by providing resources, instruction, and other services that promote and enrich intellectual and personal growth and scholarship. Columbus State maintains two libraries: the Simon Schwob Memorial Library on the main campus and the Music Library at CSU's downtown campus in the RiverCenter for the Performing Arts. Located in the center of the CSU main campus, the Simon Schwob Memorial Library serves as the primary information resource for the university with a book collection of over 400,000 volumes and access to electronic journal articles via GALILEO, Georgia's collection of electronic databases. Special areas within the Simon Schwob Memorial Library include Government Documents, the Archives (local history materials), and the Information Commons (a well-staffed library-operated computer lab in the Reference Department). The Music Library, located in a 4000 square-foot space on the RiverCenter's first floor, is intended for the use of CSU students and faculty engaged in music-related research and contains an extensive collection of LPs, CDs, videos, DVDs, and books about music.

CSU faculty, students, and staff can access the libraries' collections through [GIL-Find](#), CSU Libraries' online catalog, which contains entries for all materials housed in the CSU libraries, including books, journals, government documents and AV materials, as well as entries for around 10,000 historic titles included in the Library of American Civilization microfiche collection and about 35,000 titles for electronic books available through eBooks on EBSCOHost, a GALILEO resource. Circulating books at CSU Libraries are normally checked out to faculty for three months. CSU faculty can access journal articles via [GALILEO](#) (GeorgiA Library LEarning Online). GALILEO is an initiative of the University System of Georgia that provides access to over 150 databases, which, in turn, index thousands of periodicals, including scholarly journals.

To access GALILEO from off campus, faculty can access GALILEO off-campus by logging into [MyCSU](#), selecting the Faculty/Staff tab, and clicking the GALILEO link under "Library Resources." They may also use a password, which they can obtain by going to the [Gil-find page](#) and clicking on "Get GALILEO password."

CSU faculty also have access to a number of additional electronic resources not provided by GALILEO, including Grove Online Music, Music Index Online, OVID, and JSTOR. Finally, CSU faculty and students have access to books and other materials through Interlibrary Loan and through [GIL Express](#), which provides access to the holdings of all 34 institutions in the University System of Georgia through one online union catalog.

Each CSU library faculty has been assigned as liaison to a college or to multiple academic departments. A liaison librarian can:

- provide classes with generalized or course-specific instruction in the use of the libraries' resources (emphasizing electronic resources)
- instruct faculty on the various resources that will assist with their research and the preparation of student assignments
- create bibliographies and/or course-specific lists of resources
- create web guides to the research tools for specific disciplines
- order library materials requested by faculty that relate to specific disciplines
- answer questions about the library

The list of [current liaison assignments](#) tells faculty which librarian has been assigned to their academic unit.

B. University Information and Technology Services (UITs)

[University Information and Technology Services](#) (UITs) maintains CSU's information technology networks, hardware, software, telephones, and classroom technology. Its main goal is to provide technological services for faculty, students, and staff for use in accomplishing the mission of the university.

Computer Assistance

Faculty may request assistance with computers via the eQuest system, which is accessible through MyCSU under the faculty tab. Once an eQuest is submitted, UITs technicians will respond based on the scope and priority of the problem.

24-hour Computer Labs

Each campus offers two 24-hour computer labs. Each lab contains a Help Desk that answers faculty and student questions about computer-related issues. CSU users needing assistance may also phone the Help Desk at 706-507-8100.

Multi-media Classrooms

The campus offers several multi-media classrooms. Each contains modern lighting, sound, and projection. Interactive whiteboards, document cameras, and student response systems are also available.

Specialized Computer Classrooms

Several specialized computer classrooms on campus contain up-to-date PCs and MACs.

Atomic Learning

For assistance with software, UITS subscribes to Atomic Learning, which consists of online tutorials for software applications. Over 120 popular titles, including assistive learning technologies, are included. Access to Atomic Learning is available under the My Tech tab in MyCSU.

Online Courses Technologies

UITS maintains several useful applications for online learning support. These include:

- Wimba – virtual, interactive online environment with real-time audio, video and Chat
- Desire2Learn – web-based course management system for sharing class materials, having class discussions, taking tests, and more
- Tegrity – lecture capture system for anytime, anywhere learning

Campus-Wide WiFi Access

Both campuses support WiFi access in most buildings, dormitories, busses, and outdoor spaces. CSU users may access the university's WiFi by logging into ColumbusState using their complete Microsoft 365 email address and password.

C. Smoke-Free/Drug-Free Campus and Policy on Alcohol

Columbus State University is a [tobacco-free and smoke-free](#) campus. CSU's Smoke-Free/Drug-Free Campus Compliance and Enforcement statement provides relevant details on the university's policy.

CSU's Policy on Alcohol details the institution's rules and restrictions on the possession and consumption of alcohol by faculty, students, and staff on university property and/or at university-sponsored events, as well as all other university policies concerning events in which alcohol may or may not be served.

D. Accommodations for Persons with Disabilities

The [Office of Center for Accommodation and Access](#) coordinates the compliance of Columbus State University with the Americans with Disabilities Act and Section 504 of the Rehabilitation Act of 1973, not merely to achieve legality, but to foster academic potential through individualized plans tailored to the particular needs of students with disabilities. Students with documented physical, psychological, or cognitive disabilities should contact the Office of Center for Accommodation and Access as early as possible to begin the [process](#) of garnering the appropriate accommodations. It takes approximately five days to process a new student, which includes not only review of disability documentation, but also attending an intake meeting with a disability professional. Scheduling the intake appointment with the Office of Center for Accommodation and Access is the responsibility of the student.

The Office of Center for Accommodation and Access coordinates services and equipment for students who have identified themselves as having a documented disability. Accommodations for qualified students include, but are not limited to:

- explanatory letters to instructors
- adaptive technology
- accommodations assessment
- test accommodations (extended time, isolated testing on tests)
- priority registration
- books in alternate format
- Braille services
- sign language interpreters

While accommodations provide equal access for the student with a disability, they must also be reasonable. Accommodations should not lower standards or compromise an essential component of, or fundamentally alter, a course or program.

E. Safety and University Police

Headquarters for [University Police](#) is located next to the Elizabeth Bradley Turner Center, on the corner of College Drive and East Lindsey Drive. Several officers also work from a police station on the CSU RiverPark campus in downtown Columbus.

Patrol officers regularly lock, unlock, and check all university buildings and other property. CSU police also patrol CSU apartment complexes, working closely with resident assistants who are on duty from 7 p.m. to 11 p.m. on weekdays and 7 p.m. to 1 a.m. on weekends. Officers patrol in marked vehicles, on bicycle, and on foot.

Police also work with CSU Plant Operations to ensure campus safety by submitting work orders for lights, locks, windows, doors, and other safety needs. Faculty and staff are encouraged to report safety-related issues to Plant Operations through eQuest in MyCSU under the Faculty tab.

In order to ensure timely warning to the university community, faculty, staff and students are strongly encouraged to report unsafe, suspicious or criminal activity immediately to University Police at 706-568-2022. This information can be reported either by phone or in person at the department's offices. Security issues and emergencies should be reported to allow police to coordinate the proper response. Emergency (blue light) phones are located strategically around campus and in parking lots as an additional means of communication. These emergency phones ring directly into CSU Police office and can be used for emergencies as well as requests for services provided by the department.

All students, faculty, and staff at Columbus State University have a CougarAccess card, which they may use for a variety of purposes on a daily basis, including access to the Recreation Center and other building and access to all CSU sporting events. Faculty may obtain a CougarAccess ID at the CSU Police Department, Mon-Wed 10am-4pm and Thurs from 10am -7pm.

Parking is no longer managed or controlled by the University Police. For policies relating to parking, parking permits and visitor parking you are referred to the [University Parking Services](#).

F. Facilities

Columbus State University maintains two campuses: the [Main Campus](#), where the university's administration and three of its four colleges are located; and the [RiverPark Campus](#) in downtown Columbus, which is home to the College of the Arts. CSU maintains [student housing](#) at each location and offers a [shuttle service](#) between the two campuses. The buses travel at half-hour intervals during weekdays from 6:30 a.m. through 10:00 p.m.

Main Campus

Located at 4225 University Avenue, Main Campus is home to most of the university's academic buildings and all of its athletics facilities. Also located on the site are the Schuster Student Success Center, the Center for Commerce and Technology, the Schwob Memorial Library, the Elizabeth Bradley Turner Center, the [Cunningham Center for Leadership Development](#), the [Student Recreation Center](#), and [Plant Operations](#).

River Park Campus

Located at 900 Broadway Avenue but spanning a number of city blocks, RiverPark Campus consists of about 12 academic and administrative buildings, among them the Corn Center for Visual Arts, the Coca-Cola Space Science Center, the Saunders Center for Music Studies (which includes the Music Library), and Carpenters Hall.

G. Campus Services

Mail and Post Office

United States mail is delivered to a central point on the campus, then distributed by campus messenger to the various buildings that house faculty offices and mailboxes. The Campus Post Office is located on the northeast corner of University Hall, and it can be accessed through its own exterior door.

Telephone

Campus telephones are maintained by UITs. All telephone related-problems and work requests should be submitted via eQuest found under the Faculty Tab in MyCSU. Emergencies, such as the disruption of service, should be reported to the UITs Help Desk at 706-507-8199.

Food

Columbus State Dining Services is operated by Aramark, which has its offices in the Davidson Student Center. Aramark operates seven locations on campus:

- Cougar Café (Davidson)
- Cougar's Food Court (Davidson)
- Einstein Bros. Bagels (Schwob Memorial Library)
- Provisions On Demand (Schuster)
- Rankin Den and Dining

Aramark offers four meal plans for faculty:

- Faculty 30: 30 meals per semester. Available to faculty and staff. This plan does not expire: \$150/semester
- Faculty 10 Plus: 10 meals per semester with \$55 meal plan dollars to expire at end of each semester. This plan does not expire: \$110/semester
- Faculty 20: 20 meals per semester. Available for faculty and staff. This plan does not expire: \$105/semester
- Faculty 10: 10 meals per semester. This plan does not expire: \$55/semester

Aramark also provides [catering services](#) to CSU, which includes both food and drink.

Bookstore

The Columbus State University Bookstore is run by Follett and sells textbooks, supplies, and CSU apparel.

Textbook Adoptions

Faculty should direct any questions or concerns about textbook adoptions to Noreen Kolwicz, Textbook Manager, at 706-507-8791 or 0560txt@follett.com

The deadlines for textbook orders are:

- Fall Semester – April 15
- Spring Semester – October 15
- Summer Semester – March 15

Follett, CSU's campus bookstore provider, currently uses a textbook adoption system integrated with faculty members' D2L accounts: Follett Faculty Discover.

Printing Services

Printing Services (also called the Cougar Copy Center) is located in the Davidson Student Center next to the Bookstore and provides basic copying services, book-binding, lamination, faxing, producing business cards, event signage, and full color magazines. Printing Services can also outsource any special or unusual printing jobs.

Purchasing

Faculty should contact their respective departmental administrative assistants/secretaries and/or department chairperson about purchasing procedures. All academic purchase requests must be approved by the dean and provost's office.

Smoke-Free/Drug-Free Campus Compliance and Enforcement

All CSU supervisors must inform subordinate staff members of CSU's smoke-free/drug-free campus policy and inform them that failure to comply can be grounds for disciplinary action, up to and including dismissal. Employee infractions should be reported to the employee's supervisor or department head (or Human Resources if unknown). Supervisors will utilize progressive discipline, beginning with a reminder of the policy and an offer of assistance with smoking cessation. Supervisors will also tailor reaction to reports of employee violations to the credibility of the report.

The monitoring and enforcement of the smoke free policy is the responsibility of all CSU faculty, staff, and students. Each member should consistently and politely bring any infraction of this policy to the attention of the person or persons observed violating the policy.

Visitors, vendors, or contractors, and others not specifically employed by CSU should be reported to the department responsible for their presence on campus. Attempts should be made to remedy violations prior to contacting CSU police. In circumstances where departmental leadership is unable to remedy the situation, then CSU police will be contacted for assistance.

CSU will inform and remind faculty, staff, students, visitors, vendors and contractors of this policy by posting signage in strategically located areas. Faculty and staff will also be informed and reminded of this policy as part of pre-employment processes, new employee orientation and other general employee communications.

Visitors who violate this policy will be informed that they may be asked to leave the premises. Vendors and contractors may be subject to action up to and including the legal termination of a contract.

CSU will make every effort to make available [referral options and support](#) to faculty, staff, students, and others who choose to pursue cessation programs.

Illegal drugs of any type are not allowed on any campus areas or during campus-sponsored events.

Policy on Alcohol

Students

Legal Age

The legal age for possession and consumption of alcoholic beverages in accordance with Georgia law is 21 years old. Subsequently, it shall be a violation of this Policy for any member of the University community who is under the legal drinking age to possess or consume alcohol, or for a member of the University community who is of legal age to provide alcohol to another member of the University community who is under 21.

Residence Halls

Columbus State University abides by Georgia law concerning the sale, possession, consumption, brewing, and/or use of alcohol. As Courtyard I and Broadway Crossing are primarily reserved for

traditional-aged freshmen (18–19), these units and surrounding areas are alcohol-free, which extends to and includes any guest who visits these areas. Use of alcohol containers for decorative purposes is strictly prohibited, as empty bottles may be considered evidence of consumption.

In Columbus Hall, Courtyard II, Maryland Circle and Rankin student housing units, alcoholic beverages may only be consumed by members of legal drinking age in the privacy of their apartment. No alcohol is permitted in common areas, which include kitchens and refrigerators. Residence Life staff and the CSU University police reserve the right to require verification of the ages of any guest. The host resident (s) will be held accountable for the action of their guest(s). Such items as kegs, “drinking fountains”, or other community containers are not allowed at any time, in individuals’ apartments, common areas, and in or around housing facilities and buildings. Those of legal age who choose to drink are encouraged to do so safely, responsibly and in moderation.

It is imperative that residents understand their individual rights and responsibilities if they choose to consume alcohol or host gatherings that involve the consumption of alcohol on the grounds of University housing. If a resident is found acting in a hostile or threatening manner, University police will be called. It is also the responsibility of all residents to understand the alcohol policy of Columbus State University as it applies to the entire campus. The alcohol policy may be found at http://sa.columbusstate.edu/pol_handbook.php.

On Campus

The University does not condone or sanction the use, distribution, sale, brewing, consumption or possession of alcohol at any campus event sponsored by individual students or recognized student groups, clubs, or organizations unless approved in writing ahead of time by the President, Provost, VP Business and Finance, or VP Student Affairs.

Student Travel

This policy applies to students who travel on university-official business. Students who travel in an official capacity are expected to abide by the rules set forth in this policy, with the exception of students participating in a Study Abroad program. Participants in Study Abroad programs are bound by the legal drinking age of the respective countries in which they are traveling, but in all other respects this policy applies. Cases of excessive drinking, as determined by the Faculty Site Director who facilitates the Study Abroad program, may result in an automatic first offense warning. Further,

sanctions while students are traveling abroad may be determined by the Center for International Education and/ or the Dean of Student Affairs.

Violations

Violations of the alcohol policy or rules set by University housing are governed by the Columbus State University Student Handbook and the Residence Life Handbook. Any violation of this policy shall be subject to disciplinary actions as set forth in the Columbus State University Handbook (section D, article 1: Non-academic Misconduct: Alcoholic Beverages) and the Columbus State University Residence Life Handbook.

Faculty and Staff

CSU recognizes that from time to time faculty and staff may wish to hold events on campus that include the distribution and consumption of alcoholic beverages and that may include students.

Such events are allowable under CSU's policy on alcohol provided that event organizers adhere to the following rules:

1. the event organizer notify CSU Logistics at least a week in advance;
2. a faculty or staff member must assume direct responsibility for ensuring compliance with CSU's Alcohol Policy. This person must be present throughout the entire event and must serve as the contact between the staff of the event facility and the event caterer;
3. the event is approved by the Vice President or Dean of the sponsoring department;
4. for an event co-sponsored by a CSU department and a non-CSU entity, all co-sponsors are jointly and individually responsible for ensuring compliance with CSU's Alcohol Policy;
5. CSU's official caterer, Aramark Corporation, be hired to obtain and serve the alcohol and to cater any food to be offered;
6. in the event that the alcoholic beverages are donated, Aramark must be hired to serve those beverages. Donated alcohol may only be donated by an alcohol beverage distributor. All other alcohol must be purchased and served by Aramark.
 1. By City ordinance, donated alcohol may be donated only to qualified non-profit organizations.
 2. There may be City and State laws and regulations concerning donated alcohol.
 3. It is each event organizer's responsibility to check with the City and State well in

advance to comply with any and all City and State laws and regulations.

4. Non-alcoholic beverages will be available continuously for the duration of the event; and
5. CSU reserves the right to restrict or deny the use of any of its buildings or outdoor spaces to faculty and staff wishing to hold an event based upon the group's desire to serve alcoholic beverages at the event and whether the event would include under-age attendees.
 1. No events may be held in CSU Student Housing with the exception of the first floor of the Rankin Building and The Yancey Building (One Arsenal) in space approved by CSU.

Non-CSU Events

CSU allows the general public to hold events in CSU buildings and on CSU grounds, which from time to time include the distribution and consumption of alcoholic beverages and may include students and other under-age attendees.

Such events are subject to the following CSU policies:

1. The event organizer must seek permission from CSU Logistics at least two weeks in advance to receive permission for any CSU space utilization with the exceptions of the Cunningham and Elizabeth Turner Bradley buildings which manage their own reservations;
2. The event sponsor must hire CSU's official caterer, Aramark Corporation, to acquire and serve the alcoholic beverages as well as all non-alcoholic beverages and food.
3. In the event that the alcoholic beverages are donated, Aramark must be hired to serve those beverages. Donated alcohol may only be donated by an alcohol beverage distributor. All other alcohol must be purchased and served by Aramark.
 1. By City ordinance, donated alcohol may be donated only to qualified non-profit organizations.
 2. There may be City and State laws and regulations concerning donated alcohol.
 3. It is each event organizer's responsibility to check with the City and State well in advance to comply with any and all City and State laws and regulations.
 4. CSU reserves the right to require the event organizer to hire campus security.
 5. Students and other under-age persons may attend, but may not be served alcoholic beverages.

6. A cash bar and/or admittance fee is permitted.
7. All events where alcohol is served must have sufficient quantities of non-alcoholic beverages and food offerings (heavy appetizers or a meal) for the duration of the event.
8. CSU reserves the right to restrict or deny the use of any of its buildings or outdoor spaces to non-CSU groups based upon a group's desire to serve alcoholic beverages at the event especially if the event would include under-age attendees.
 1. No events may be held in CSU Student Housing with the exception of the first floor of the Rankin Building and The Yancey Building (One Arsenal) in space approved by CSU. As above, both must be approved by CSU Logistics.

Parking

All motorized vehicles (including motorcycles) that park on campus or at other CSU facilities are required to have a parking permit. The annual cost of the parking permits will be \$45 for students, \$90 for faculty/staff, and \$180 for reserved parking decals. Parking permits are payable by check, credit card, money order or payroll deduction.

Faculty, staff, and students are responsible for their vehicles (including parking citations) while the vehicles are located on university property. The following rules, regulations, and guidelines govern parking at CSU:

- Handicapped parking permits are issued by the state and must be displayed per state statute.
- All parking spaces on campus are designated faculty, staff, student, handicapped or visitor.
- Faculty and staff are prohibited from parking in the student parking garage on the main campus.
- Vehicles not parked in appropriate spaces are subject to tickets and/or towing.
- Parking is also prohibited on university roads, drives, driveways, walkways and seeded areas.
- The speed limit on all roadways and in all parking lots at CSU is 15 mph.
- Vehicles parked illegally are subject to be immobilized or towed at driver-owner expense.

This information is designed to be only an overview. For specifics related to parking and parking policy you are referred to the [Parking Services](#) web site or you may contact them by:

phone: 706-507-8203

or

email: parking@columbusstate.edu

Parking lots are identified by color. These are:

- white spaces: student-visitor
- blue spaces: handicapped
- yellow spaces: no parking
- green spaces: faculty-staff

Bicycles are not allowed in buildings and must be chained to a bike rack and not chained to stairs or handrails on campus.

Non-motorized vehicles (skateboards, etc.), excluding bicycles, are:

- Allowed only in parking lots away from parked vehicles.
- Only to be operated during daylight hours.
- Only to be operated on campus by CSU faculty, staff, or students.
- Prohibited on university streets, sidewalks, buildings and lawn areas.

Games such as roller hockey are not allowed in campus parking lots.

VIII. Leaves and Benefits

A. Leave Policies

The Georgia Board of Regents determines standard leave policies for the university system, including leave accrual rates, which are standard throughout the university system. For each leave category, part-time benefits-eligible employees earn leave at a prorated amount based on the employee's full-time equivalence (FTE). Leave accrues while an employee is on paid leave. Nine-month faculty are not eligible to accrue vacation leave. The leave categories are listed below.

1. Sick Leave With Pay

Sick leave accrues at the rate of one working day (eight hours) per calendar month of service for all regular full-time employees of the university. Regular part-time employees working one-half time or more earn sick leave time at a prorated amount according to their full-time equivalence (FTE). Sick leave for all active non-terminating employees is cumulative. Terminating employees do not accumulate sick leave and are not entitled to receive sick pay after the last working day of employment. Upon movement of an employee between institutions of the university system, accumulated sick leave is transferred if there is no actual break in service.

Sick leave may be granted at the discretion of the institution and upon approval by the supervisor for any of the following reasons:

- illness or injury of the employee
- medical and dental treatment or consultation
- quarantine due to a contagious illness in the employee's household
- illness, injury, or death in the employee's immediate family requiring the employee's presence (For the purposes of this leave category, immediate family is defined as spouse, parent, brother, sister, child, stepchild, stepparent, grandparent, grandchild, parent-in-law, son/daughter-in-law, foster parent, or legal guardian. Any exceptions must be submitted in writing and approved by the director of human resources.)
- to take care of a newborn or newly adopted child of the employee
- personal catastrophic experience by an employee.

In some cases, sick leave with pay requires a physician's statement verifying an employee's need to miss work.

2. Sick Leave Without Pay

Employees unable to return to work after exhausting all accumulated sick leave and accrued vacation leave may be granted leave without pay for a period not to exceed one year. Group insurance benefits continue during such approved sick leave, with the institution continuing to participate in the premium cost. All other benefits that otherwise would accrue to the employee are prohibited. Requests for sick leave without pay are considered only if a reasonable probability exists that the employee will be able to return to work. Sick leave without pay status requires the approval of the appropriate vice president and must be forwarded to Human Resources for final approval from the president.

3. Family Leave

Family leave is available to employees who have been employed on a half-time basis for at least 12 months. Employees are eligible for up to 12 work weeks of leave during a 12-month period. Family leave is unpaid; however, after obtaining permission from Human Resources, employees eligible to use accumulated sick leave or any accrued annual leave may do so exclusive of the twelve weeks of family leave.

The federal [Family and Medical Leave Act](#) (FMLA) entitles an employee to up to twelve work weeks of leave for one of the following conditions:

- birth and care of a newborn child of the employee;
- legal placement of a child with the employee for adoption or foster care;
- care of an immediate family member (defined as the employee's spouse, child, or parent) with a serious health condition; or,
- a serious health condition of the employee himself/herself, which renders the employee unable to perform the duties of his/her job.
- Section 585 of the National Defense Authorization Act (NDAA) amends FMLA to permit certain relatives of military personnel to take up to 26 work weeks of leave to care for a member of the Armed Forces in various situations. NDAA also permits an employee to take FMLA leave for a qualifying exigency arising out of the fact that an immediate family

member, as defined by the FMLA, is on active duty in support of a contingency operation.

4. Annual Leave

Faculty members employed on an academic year (nine-month) basis do not earn annual leave time. Faculty members employed on a fiscal year (12-month) contract earn annual leave time at a rate of 14 hours per month. Those changing from a fiscal year contract to an academic contract should take accrued leave prior to the end date of fiscal year contract. Such faculty members may request payment of accrued leave (subject to the 45-day maximum); however, that payment amount will not be considered in the retirement system's formula to calculate benefits.

Faculty members on a fiscal year contract may accrue up to a maximum of 45 working days (360 hours). At the beginning of each new calendar year annual leave balances carry over but may not exceed the 45-day (360 hour) maximum. Employees who have accrued more than the maximum will have their balance reduced to 360 hours on January 1. (Note: since balances are reduced only on January 1 each year, leave balances may exceed 360 hours during the year.)

5. Other Types of Leave

Political Leave: Employees may not manage or enter political campaigns while on duty to perform services for the institution or hold elective political office at the state or federal level while employed by the institution.

Military Leave: Military leave is limited to ordered military duty performed by a member of the armed forces in the service of the State of Georgia or the United States. This includes performance of military duty and traveling to and from such duty. Employees are required to submit a copy of their orders to active duty to Human Resources.

Employees may take military leave with pay for no longer than 18 work days in any calendar year or one continuous period. An exception to the 18-day maximum may be made if the Governor of Georgia declares a state of emergency and orders any employee to State active duty as a member of the National Guard. In this case, military leave with pay will not exceed 30 work days in any calendar year or one continuous period. An employee on military leave for longer than 30 work days must take military leave without pay. (For part-time benefits eligible employees, paid leave will be in an equivalent ratio to percentage of time employed.)

Subject to the terms, conditions, and limitations of the plans for which an employee is eligible, health insurance benefits continue for the full term of the military leave absence.

Every reasonable effort must be made to return employees to their previous position or a comparable one. For purposes of determining benefits based on length of service, such as the rate of vacation accrual and job seniority rights, employees will be treated as though they were continuously employed.

Educational Leave: To encourage professional development, the university allows regular full-time employees to request educational leave without pay for up to one year. Approval is at the discretion of the president. Employee benefits continue during educational leave.

A leave with pay will ordinarily be approved only if the applicant has been employed for at least three years and has already completed a master's degree. Faculty members granted leave with pay must sign an agreement that they will return the full amount of leave pay received should they not return to the institution for a least one year of service after the termination of the leave.

The Georgia Board of Regents [Educational Leaves Policy](#) stipulates that under certain conditions, and with approval from the chancellor, university presidents may grant leaves of absence for periods greater than one year.

Fair Labor Standards Act (FLSA): Employees absent from work for less than one scheduled work day whose accumulated leave is insufficient to cover the partial day of absence will be placed on [FLSA](#) leave with pay for the period of absence.

Court Duty: Upon presentation of official orders from the appropriate court, court duty leave with pay may be granted full-time regular employees for the purpose of serving on a jury or as a witness. Employees must take personal litigation time, whether in court or in consultation, as annual leave time. A copy of the notice from the court should be forwarded to the Payroll Office along with the Leave Request Form.

Voting: Employees of Columbus State University are encouraged to execute their constitutional right to vote in all federal, state, and local elections. When employees' normal working hours

coincide with voting hours their immediate supervisor will grant them leave with pay for the purpose of voting; however, employees should make every attempt to vote before or after normal working hours.

Personal Leave: At the discretion of the president, personal leave of absence without pay for periods not to exceed one year may be approved. During such approved personal leave employees have the right to elect to continue group insurance benefits.

Emergency Leave: In the event of inclement weather or any emergency which requires leaves of absence of employees, the president of an institution may declare leave with or without pay.

[Time Away from Work Amendments](#)

B. Health Benefits

1. Group Insurance – Health

Columbus State University employees who qualify for benefits are eligible for coverage under the self-funded medical plan(s) provided by the University System of Georgia. Upon employment, new employees have 31 days to elect coverage. If not enrolled within the first 31 days of employment, they must wait until the next annual Open Enrollment unless they or an eligible dependent have a total loss of coverage during the year. Other changes may be made during the year if there is a “Change in Family Status.” Some examples of a change in family status are:

- a change in marital status;
- the birth or adoption of a child (including step-children and legally placed foster children);
- the death of a covered dependent;
- a change in employment status for employees and their spouses; or
- a covered dependent losing eligibility status.

It is the employee’s responsibility to notify Human Resources within 31 days of the loss of coverage or the change in family status.

Employees pay health insurance premiums on a pre-tax basis. Employees may want to refer to the health plan booklet(s) for detailed coverage information.

2. Group Insurance – Dental

Columbus State University employees who qualify for benefits are eligible for coverage under the self-funded dental plan provided by the University System of Georgia. Upon employment, new employees have 31 days to elect coverage. If not enrolled within the first 31 days of employment, they must wait until the next annual Open Enrollment unless they or an eligible dependent have a total loss of coverage during the year. Other changes may be made during the year if there is a “Change in Family Status.” It is the employee’s responsibility to notify Human Resources within 31 days of the loss of coverage or the change in family status.

Employees pay dental insurance premiums on a pre-tax basis. Employees may want to refer to the dental plan booklet(s) for detailed coverage information.

3. COBRA

The [Consolidated Omnibus Budget Reconciliation Act](#) (COBRA) gives workers and their families who lose their health benefits the right to choose to continue group health benefits provided by their group health plan for limited periods of time under certain circumstances such as voluntary or involuntary job loss, reduction in the hours worked, transition between jobs, death, divorce, and other life events. Qualified individuals may be required to pay the entire premium for coverage up to 102 percent of the cost to the plan.

Employees should consult their health or dental plan booklets or contact Human Resources for more information about their COBRA rights.

4. Group Insurance – Life

Columbus State University offers a basic term life insurance policy to benefits-eligible employees at no cost to the employee. Accidental Death and Dismemberment (AD&D) coverage is included with the basic plan. Both plans carry a face value of \$25,000.

In addition to basic coverage, employees can choose to buy Supplemental Life Insurance on themselves in amounts equal to one, two, or three times annual (base) pay, rounded to the next \$1,000. Employees do not need to prove insurability when signing up for coverage during the new employment period. If employees elect initial or increased coverage during Open Enrollment, they

must complete a proof of insurability statement, with coverage subject to acceptance by the insurer.

Dependent term life insurance is available for employees' eligible dependents. This plan carries a face value of \$10,000 per dependent, \$2,000 for children 14 days of age but less than six months. Proof of insurability is not required if coverage is elected within the first 31 days of employment. Coverage elected after that period requires each dependent to complete a proof of insurability statement and coverage is subject to the acceptance by the insurer.

Employees should refer to the life insurance plan booklet for "Change in Family Status" guidelines and other coverage information.

Premiums for supplemental insurance may be paid on a pre-tax basis. Dependent life insurance premiums are excluded from the pre-tax program.

5. Long-Term Disability Insurance

Long-Term Disability insurance protects the employee against the loss of income during long periods of disability. Benefit payments begin on the 91st day of disability or the expiration of sick leave (if desired), whichever is later. Proof of insurability is not required during the new employment period (the first 31 days of employment), although some pre-existing exclusions may apply. Enrollment after the first 31 days requires a statement of insurability and coverage is subject to acceptance by the insurer.

Long-term Disability premiums are excluded from the pre-tax program. Employees should refer to the long-term disability policy for detailed coverage information.

6. American Family Life Assurance Company (AFLAC)

Employees may have monthly premiums for AFLAC Cancer and Intensive Care insurance group policies deducted from their payroll checks. Some pre-existing exclusions may apply. If coverage is waived during the first 31 days, enrollment is available during the annual Open Enrollment period.

Premiums are paid on a pre-tax basis. Pamphlets describing plan coverage are available in the Human Resources Department.

7. Flexible Spending Accounts

Columbus State University offers a plan that can help employees pay their out-of-pocket expenses using pre-tax dollars. The Medical Flexible Spending Account allows for reimbursement of non-covered medical or dental expenses. Eligible expenses include deductibles, coinsurance, glasses, contacts, and other services recognized by the Internal Revenue Service. The Dependent Care Flexible Spending Account allows for expenses in connection with work-related dependent day care.

Since this is a reimbursement plan, expenses must first be incurred by the employee or dependents. Expenses reimbursed under the Flexible Spending Accounts cannot be claimed at the end of the tax year.

Employees may enroll within the first 31 days of employment or during the annual Open Enrollment period. "Change in Family Status" guidelines also apply to the Flexible Spending Accounts. Contact the Human Resources Department for additional information.

8. Workers Compensation

The [Georgia Workers' Compensation Act](#) covers all employees of Columbus State University. The Act provides protection for employees in the event of injury or death while performing services for CSU. Employees suffering an accident while on the job must report the accident immediately to their supervisor regardless of whether medical treatment is required. Employees must receive treatment from a physician on the [Workers Compensation Panel of Physicians](#). Employees may receive medical care in the nearest emergency room only in the case of a life-threatening injury or an injury occurring after normal office hours.

There is a seven-day waiting period before Workers' Compensation will pay lost-time benefits, and any available sick leave or vacation leave can be used during that time. If sick or vacation leave is not available, the first seven days will be without pay. If the employee is out of work for 21 consecutive days following the injury, Workers Compensation will reimburse at the allowable rate for the first seven days missed. Workers Compensation provides benefits of 66 2/3% of the employee's average earnings up to a maximum benefit. All injuries/accidents reported to supervisors are forwarded to the Workers Compensation representative in Human Resources within 24 hours. The report is forwarded to the Department of Administrative Services for processing.

9. Unemployment Compensation

Columbus State University employees, with the exception of student employees and graduate assistants, are covered under the [Georgia Employment Security Law](#), commonly referred to as Unemployment Compensation. The law was enacted to provide a source of security when employees become unemployed through no fault of their own. The local office of the Georgia Department of Labor (DOL) determines eligibility for benefits upon termination. Employees should obtain a completed Separation Report from the Human Resources Department to notify the DOL of the terms of the separation.

10. Social Security

All employees of CSU, except those specifically excluded under agreement with the Social Security Administration, are covered by the Federal Social Security Act. Payroll deductions are made for the employee's share of the cost of this insurance, with the university paying a matching share.

C. Pay and Payroll Deductions

Pay

Pay for full-time faculty is monthly, by direct deposit only, issued on the last working/banking day of the month.

Pay Deductions

Law requires certain deductions, including taxes and retirement contributions. Employees electing to participate in university-sponsored benefit programs such as health, dental, supplemental life, cancer and intensive care insurance, and long-term disability insurance contribute automatically through payroll deductions. Other voluntary deductions may include credit union, tax sheltered annuities, and flexible spending accounts.

Withholding Pay

The university is authorized to withhold paychecks or to deduct from paychecks amounts owed to the university by its employees for any fine, fee, penalty or other financial obligation(s).

Columbus State University reserves the right, whether in an individual case or more generally, to alter, reduce, or eliminate any pay practice, policy or benefit, in whole or in part, without notice.

D. Retirement Benefits

Retirement Plans

Law requires that all regular employees of Columbus State University, working 20 hours or more per week, participate either in [Teachers Retirement System of Georgia](#) (TRS) or the [Regents Optional Retirement Plan](#) (ORP). Temporary, seasonal, and part-time employees not eligible for TRS must contribute to the [Georgia Defined Contribution Plan](#) (GDBP), unless they:

- currently participate in TRS or the [Employees' Retirement System of Georgia](#) (ERS) (Employees transferring directly from another Georgia state agency who are vested with ERS may elect to stay with ERS.)
- are a retirement member of TRS or ERS
- are a full-time student, or
- are employed under J-1 or F-1 visas.

Each year the TRS Board of Trustees votes on the percentage of employers' matching contributions for the TRS plan and the Board of Regents votes on the percentage of employers' matching contributions for the Regents Optional retirement Plan (ORP). Employees contribute to TRS, ERS, and ORP on a pre-tax basis. Handbooks available from Human Resources outline retirement benefits available under TRS, ORP and GDBP.

Only employee contributions and interest are available for withdrawal or rollover (into another qualified plan) at termination.

Retiree Benefits

Employees who retire from Columbus State University, meeting the TRS and the Georgia Board of Regents criteria, are eligible to continue some benefits. These may include health, dental, and life insurance. Contact Human Resources for more information.

Tax-Sheltered Annuities

Columbus State University offers its employees the opportunity to invest a portion of their salaries in a tax-deferred annuity program. Under this savings program, authorized by Section 403(b) and 457(b) of the Internal Revenue Code, all contributions are exempt from federal and state taxes until they are withdrawn, typically at retirement. This plan is totally employee-funded. Human Resources maintains a list of CSU-approved investment companies and their representatives.

E. Additional Benefits Programs

Employee Assistance Program

Columbus State University, through the University System of Georgia, provides an employee assistance program (EAP) through its vendor partner, KEPRO. All benefits-eligible employees, as well members of their household, may access a range of free services including counseling sessions (up to 4 per concern per family member); legal & financial consultations; family caregiving consultation, resources and referrals; and other convenience services. For more information, refer to the [USG Benefits website](#), contact KEPRO at 1-844-243-4440, or access the [KEPRO website](#) (company code: USGcares).

Employee ID Cards

CSU issues ID cards to benefits-eligible employees and their eligible dependents during new employee orientation. With a valid ID card, employees have access to many campus services and activities including the outdoor tennis/racquetball courts, library, bookstore discount, free or reduced tickets for art exhibits, theatrical and musical productions, and membership in the Fitness Center. Dependents may use many of the same services with the exception of the Fitness Center. CSU issues temporary ID cards to temporary employees allowing them access to campus services during their time of employment.

Automobile Registration and Parking

For the latest parking information, please visit the Parking Services website [here](#).

Fitness Facilities

Columbus State University employees holding a valid ID card may use the fitness facilities located on campus. These facilities include the outdoor tennis/racquetball courts, Fitness Center (contract and fee required), and indoor track in the Lumpkin Center Gym. Dependents holding a valid dependent ID may use the outdoor courts.

Banking Opportunities

Columbus State University benefits-eligible employees may join the Members Alliance Federal Credit Union. The Credit Union offers a range of services including savings and checking accounts, and loans. Employees can authorize paycheck deductions into their Members Alliance account. Membership applications and authorization forms for paycheck deduction are available at the Credit Union or from Human Resources.

Sick Leave with Pay Requiring a Physician's Statement

The following policies govern the requirement of a physician's statement for sick leave with pay:

1. Employees claiming sick leave for a continuous period in excess of five working days must, upon returning to work, supply Human Resources with a physician's statement supporting their need for extended sick leave.
2. A physician's statement must identify the date the employee-patient was placed under the care of an attending physician, the date the employee-patient was released to return to work, and any work-related restrictions or limitations.
3. Employees requesting sick leave to provide care for an immediate family member must provide Human Resources a physician's statement evidencing the need for the employee's presence and the duration of this need. Employees should submit a copy of the statement to their immediate supervisor.
4. A physician's statement or other statement evidencing the birth or adoption of a child verifies that an employee-patient is under the care of an attending physician.

IX. Amending this Handbook

The university is committed to keeping the *Handbook* current. In order to do so, the Faculty Handbook Advisory Committee reviews the document annually, paying special attention to those areas that may need to be updated. The Committee is also receptive to suggestions and recommendations by members of the administration and faculty.

In amending the *Handbook*, the Committee operates as follows:

1. The Faculty Handbook Advisory Committee serves to initiate and/or review proposals to amend the Faculty Handbook.
2. The Faculty Handbook Advisory Committee may propose amendments, or report its recommendations concerning proposals for amendments, at any regular meeting of the Faculty Senate or any special meeting called for the purpose of amending. The Senate must submit all such proposals and recommendations in writing to the faculty at least ten working days prior to the Faculty Senate meeting.
3. Proposed amendments to the Faculty Handbook must be adopted by a two-thirds majority of the Faculty Senate present, provided a majority of those eligible to vote is present at the time of the vote.
4. The Faculty Senate then sends the amendments to the President for review and final action.