RADFORD UNIVERSITY

TEACHING AND RESEARCH FACULTY HANDBOOK

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Teaching and Research Faculty Handbook
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All Full-time Teaching and Research Faculty are covered by the policies set out by this Handbook unless specifically noted otherwise. The policies which govern part-time faculty are specifically noted in relevant sections. To the extent that specific terms and conditions set out by any appointment letter are in addition to, contrary to, or inconsistent with the provisions of this Handbook, the terms and conditions of the appointment letter shall control.

1.0 EMPLOYMENT

1.1 TEACHING AND RESEARCH FACULTY EMPLOYMENT CLASSIFICATIONS

All employees of Radford University are in one of the three following categories: Teaching and Research Faculty, Administrative and Professional Faculty, or Classified Employees. Employment classifications under Teaching and Research Faculty are described below. Exceptions to requirements listed in this section must be approved by the Provost.

1.1.1 Tenured Faculty

Tenured faculty hold continuing full-time appointments following recommendation to and approval by the President as described in section 1.6 of this Handbook. Such appointments include rank with opportunity for promotion and carry full benefits, as outlined in the Personnel Information Manual, except in cases of certain leaves. With rare exceptions, a terminal degree consistent with accreditation criteria of the discipline and the Southern Association of Colleges and Schools is required for a tenured appointment.

1.1.2 Tenure-Track Faculty

Tenure-track faculty positions provide probationary appointments. Tenure-track faculty hold renewable, full-time appointments for one year terms, subject to annual reappointment as described in section 1.5 of this Handbook. Such appointments carry rank with opportunity for promotion and carry full benefits, as outlined in the Personnel Information Manual, except in cases of certain leaves. A terminal degree consistent with accreditation criteria of the discipline and the Southern Association of Colleges and Schools is generally required for a tenure-track appointment.

1.1.3 Special Purpose Faculty

Special purpose faculty positions provide special faculty functions such as clinical supervision, writing instruction, or internship supervision. Special purpose faculty hold continuing, full-time or part-time appointments, subject to annual reappointment, without eligibility for tenure, and are subject to annual reappointment as described in section 1.5 of this Handbook. Such appointments carry rank with opportunity for promotion and carry full or part-time benefits, as outlined in the Personnel Information Manual, except in cases of certain leaves. A terminal degree in the discipline is not required for appointment; however, special purpose faculty must hold an advanced degree consistent with the accreditation criteria of the discipline and the Southern Association of Colleges and Schools.

In the event that a special purpose faculty member is hired in a tenure-track position, his or her probationary period is subject to the policies described in section 1.6 of this Handbook. Once hired to a tenure-track position, a faculty member cannot subsequently return to a special purpose faculty position.

1.1.4 Full-time Temporary Faculty

Full-time temporary faculty positions are authorized to supplement the faculty of a department whenever full-time teaching faculty are needed but a tenure-track position is not available. Full-time temporary faculty hold appointments for one year terms without eligibility for tenure; where authorized by the Provost, appointments may

be renewed for up to a maximum of three years as described in section 1.5 of this Handbook. Such appointments

carry rank without the opportunity for promotions and carry full benefits. A terminal degree consistent with accreditation criteria of the discipline and the Southern Association of Colleges and Schools is generally required for a full-time temporary appointment. Specific duties and assignments of full-time temporary faculty are given in their letter of appointment.

In the event that a full-time temporary faculty member is subsequently hired in a tenure-track position, his or her probationary period is subject to the policies described in section 1.6 of this Handbook.

1.1.5 Adjunct Faculty

Adjunct faculty positions supplement the faculty of a department wherever additional faculty are needed. Adjunct faculty include those employed for part-time teaching and those who serve a department or college in a significant capacity without compensation. Adjunct faculty hold appointments for one semester or one academic year, as defined by their letter of appointment, without eligibility for tenure; where authorized by the Dean, adjunct appointments may be renewed. Such appointments carry rank without the opportunity for promotion during the appointment period; however, promotion may be recommended at subsequent appointments subject to the Criteria for Awarding Rank at Appointment. Adjunct faculty members receiving compensation also receive limited benefits as described in Personnel Information Manual. A terminal degree in the discipline is not required for appointment, but adjunct faculty must hold an advanced degree or equivalent credentials based on experience consistent with accreditation criteria of the discipline and the Southern Association of Colleges and Schools. Specific responsibilities of adjunct faculty are given in their letter of appointment.

In the event that an adjunct faculty member is subsequently hired in a tenure-track position, the time employed as an adjunct faculty member cannot count toward the probationary period.

1.1.6 Visiting Faculty

Visiting faculty positions provide collaboration with faculty on leave from another institution for the mutual benefit of the faculty member and the University community. Visiting faculty hold fixed-term appointments without eligibility for tenure or promotion. Their rank, salary, eligibility for salary increases, benefits, and specific responsibilities are enumerated in their letter of appointment. A terminal degree in the discipline is generally required for a visiting faculty appointment.

1.1.7 In-Residence Faculty

In-residence faculty positions are authorized to attract persons of exceptional talent to the University. In-residence faculty hold fixed-term appointments without eligibility for tenure or promotion. Their rank, salary, eligibility for salary increases, benefits, and specific responsibilities are enumerated in their letter of appointment. A terminal degree in the discipline may not be required for appointment, but in-residence faculty must hold credentials consistent with accreditation criteria of the Southern Association of Colleges and Schools.

1.1.8 Eminent Scholars

Eminent scholar positions are created to attract and retain faculty members who have achieved eminence in their field of endeavor. Eminent scholars may be selected from faculty currently holding positions within Radford University or externally. Eminent scholars hold full-time appointments for the term specified in their letter of appointment. Their tenure eligibility, rank, promotion eligibility, salary, eligibility for salary increases, benefits, and specific responsibilities are enumerated in their letter of appointment. Criteria for appointment of eminent scholars include eminence in a discipline as judged by a person's peers based on evidence of effective teaching, productive scholarship, artistic achievements, or evidence of superior talent.

1.1.9 Research Faculty

Research faculty appointments are created for specific research projects which further the mission of the University. Research faculty hold one semester or one academic year appointments, full-time or part-time, without eligibility for tenure. Such appointments carry rank without the opportunity for promotion during the appointment period; however, promotion may be recommended at a subsequent appointment subject to the Criteria for Awarding Rank at Appointment. The specific terms of appointment and responsibilities of research faculty are enumerated in their letter of appointment. If the position is supported by grant funding, the appointment is coterminous with the period of the grant.

1.2 OTHER FACULTY DESIGNATIONS

1.2.1 Clinical Faculty

Clinical faculty appointments provide appointments to programs with clinical field components for non-university employees to supervise the clinical work of University students. Clinical faculty are generally employees of an agency where the clinical work takes place and hold appointments without rank or eligibility for tenure for one semester; such appointments are made solely for the purpose of clinical supervision. There is no salary or benefits for such positions and they do not constitute employment by the College but merely designate the foregoing relationship with the University. Criteria for clinical faculty appointments are established by the College requiring the clinical work.

1.2.2 Graduate Faculty Classification

Criteria and procedures for election to the Graduate Faculty, and the classifications of Graduate Faculty membership, are determined by the Graduate Affairs Council which shall publish them annually and make them available through the College of Graduate Studies and Research. The Graduate Affairs Council is the final authority for granting and renewing Graduate Faculty status.

1.2.3 Emeritus Faculty

Based on recommendations from the Department Personnel Committee, the Department Chair, the College Dean, and the Provost, the President may make recommendations to the Board of Visitors regarding the award of Emeritus status to retiring tenured faculty who meet the following criteria: a minimum of ten years of service to Radford University; evidence of effective teaching; and significant professional contributions. The privileges and responsibilities attached to Emeritus status include the use of the library, use of those athletic facilities available to regular faculty, use of a university computer account, a Radford University identification card and special event discounts available with it, and attendance at University functions that are open to all regular faculty.

1.2.4 Administrative Appointments

1.2.4.1 Teaching and Research Faculty with Administrative Reassigned Time

This designation denotes faculty whose appointment is to the teaching and research faculty, but part or all of whose time is reassigned to administrative duties according to the guidelines given in section 2.3 of this Handbook. Department chairpersons, school directors, and program directors are in this category. Reassignment of time to administrative duties does not change the faculty member's rights and responsibilities as a member of the teaching and research faculty.

1.2.4.2 Appointments of Teaching and Research Faculty to Administrative or Professional Faculty Positions

When a teaching and research faculty member is appointed to a full-time administrative or professional faculty position, that faculty member's department affiliation does not change, and he or she retains both current tenure status and professorial rank. The faculty member may continue to work toward tenure and/or promotion in that department.

If a faculty member appointed to an administrative or professional faculty position returns to teaching and research faculty membership, he or she returns with the tenure status and rank in force when originally appointed to the administrative or professional position, or earned since such appointment.

The salary, term, and conditions of employment are agreed upon at the time of appointment to the administrative or professional faculty position, and appear in the letter of appointment from the Provost. If a faculty member appointed to an administrative or professional faculty position returns to teaching and research faculty membership,

the salary, term, and conditions of employment will change on the effective date of the change in appointment.

1.2.5 Distinguished Professor

Distinguished Professor is a designation accorded to those tenured teaching and research faculty at the rank of Professor who have achieved significant recognition beyond Radford University for their contributions to their disciplines as both teachers and scholars. Appointment as a Distinguished Professor is for a three-year term, carries a reduced teaching load, and is accompanied by significant support for a plan of professional and research activities to be completed during the term. The President makes each Distinguished Professor appointment upon the recommendation of the department personnel committee, the department chairperson, the College Selection Committee, the dean, and the Provost. The appointment is renewable.

College Distinguished Professor Selection Committees shall be formed in the following manner. Each department may nominate through a vote of the tenure line faculty a maximum of two tenured faculty to be considered for the College Selection Committee. The Dean shall select a minimum of three and no more than seven faculty from those nominated to comprise the college committee. College Selection Committees shall be formed annually.

1.3 SEARCHES AND APPOINTMENTS OF FACULTY, DEPARTMENT CHAIRS, AND DEANS

1.3.1 Faculty Searches and Appointment

The Provost, with the approval of the President, authorizes all full-time faculty positions and approves the qualifications for candidates to fill such positions. The Dean of the appropriate College, with the approval of the Provost, authorizes all part-time faculty positions and approves the qualifications for each position.

1.3.1.1 Radford University Non-Discrimination Policy

Radford University does not discriminate with regard to race, color, sex, sexual orientation, disability, age, veteran status, national origin, religion, or political affiliation in the administration of its educational programs, activities, admission or employment practices.

1.3.1.2 Faculty Search Procedures

Procedures for the recruitment and appointment of all teaching and research faculty are given in the University Faculty Recruitment Guide.

1.3.1.3 Appointment Terms

Academic Year Appointments
Academic year appointments are for the nine month academic year, defined to be from mid-August to mid-May. By state regulation, faculty on academic year appointments are expected to be available up to two weeks before the beginning of the Fall term and two weeks after the ending of the Spring term, within the mid-August to mid-May period. Prior notification shall be provided faculty in such an event.

Calendar Year Appointments
Faculty members may be assigned responsibilities that extend throughout the calendar year. Such faculty members will be on a calendar year appointment for 11 months or for 12 months with provisions for annual leave. Such terms will be set forth by appointment and reappointment letters issued to faculty members each year.

One Semester Appointments
Adjunct faculty, visiting faculty, research faculty, and in-residence faculty may receive appointments for one semester. The specific starting and expiration dates for such appointments are noted in their letter of appointment.

1.3.1.4 Awarding Rank to New Faculty

The following shall be minimal qualifications for consideration for appointment to the faculty rank indicated:

Instructor

Holds a Bachelor's degree in the discipline or field in which he or she will be employed to teach and has at least 18 hours of graduate credit in the field, or holds the Master's degree in the discipline or field in which he or she will be employed to teach

Assistant Professor

Holds a terminal degree in the discipline or field in which he or she will be employed to teach

Associate Professor

Holds a terminal degree in the discipline or field in the discipline or field in which he or she will be employed to teach and has six years of full-time service at accredited collegiate institutions,, at least three years of which must be subsequent to the terminal degree in area of specialty, and has demonstrated excellence in teaching, service, and scholarship.

Professor

Holds a terminal degree in the discipline or field in the discipline or field in which he or she will be employed to teach and has a minimum of ten years of full-time service at accredited collegiate institutions, and has exemplary contributions in teaching, service, and scholarship.

Exceptions to the above minimal criteria, including credit for other specialized experience which fits the position to which appointed, may be made upon positive recommendations by the Department Personnel Committee, the Department Chair, and the College Dean with the approval of the Provost.

1.3.2 Selection of Chairs and School Directors

When a vacancy occurs in the position of Department Chair or School Director, selection of a replacement may be conducted through either an external or an internal search.

The Dean of the College will call a department or school meeting to initiate the selection process. The only order of business at this meeting will be for a secret-ballot vote of the full-time Teaching and Research faculty regarding whether or not to recommend that the search be expanded to include candidates from outside of the campus. The results of that vote shall be communicated to the Provost. After consultation with the Dean of College and in consideration of the recommendation of the department, the Provost may decide to extend the search to include applicants outside the campus. External searches are most likely to take place if there are no candidates in the department or school with a doctorate or who are otherwise qualified, if a position in the department or school is vacant, or if a new position for the department or school is justified because of staffing shortages.

External Search

Recruitment of a Department Chair or School Director from off-campus shall be consistent with procedures for recruitment of new faculty, except that all full-time Teaching and Research faculty of the department or school shall serve as the search committee, or the department or school may create a search committee for this purpose. In addition, all candidates for chair or director shall be interviewed by the Provost and by the President. The extension of the search to candidates from outside the campus does not preclude the consideration of applicants from within the department or school. If the search process will leave the Chair or Director position vacant for a full semester or more, the Dean will direct the department or school to select an acting chair or director from within the department or school using the procedure described below.

Internal Search

If a decision is made by the Provost to appoint a chair or director from within the department or school, the Dean of the College will call a second meeting to initiate the selection process. The Dean should explain the selection process, appoint two members of the department or school to count the ballots, and then excuse himself/herself from the meeting. The meeting will proceed as follows, chaired by a member of the department designated by the Dean:

1. Using a secret ballot, each member of the department or school shall submit the name of the single individual he/she believes is best qualified to assume the position of chair or director. Designated members of the department or school will count the ballots. If there is unanimous agreement upon a single candidate, that individual's name will be submitted to the Dean, and the interview process will proceed as noted in step 3, below.

2. If the names of multiple candidates are submitted, the names of the two faculty members receiving the most votes and their vote tallies will be submitted to the Dean, and the interview process will proceed as noted in step 3, below. If there is a tie for the most votes among three or more members of the faculty (*i.e.*, if three faculty all receive the same number of votes, or if two or more faculty receive the second highest vote total), the names of the faculty involved in the tie will be communicated to voting faculty. Faculty will continue to vote by secret ballot until two candidates are identified. After the two candidates receiving the most votes are identified, their names and their vote tallies will be submitted to the Dean.

3. Upon interviewing each candidate nominated by the department, the Dean will forward the list of candidates and her or his recommendation to the Provost.

4. Upon interviewing each candidate nominated by the department, the Provost will submit recommendations to the President. The President will interview each candidate nominated by the Department. If no candidate recommended by the Department is acceptable to the Dean, Provost, or the President, the Dean shall communicate this and the reasons to the department and other nominations will be requested from the Department.

Conditions of Appointment

The conditions of appointment for the Department Chair or School Director shall be specified in the letter of appointment at the time of appointment as a chair or director. The appointment letter will include the length of service per academic year, the salary, and additional stipend if applicable. Should the conditions of appointment for a Department Chair or School Director change, a revised letter of appointment will be issued.

When a chair or director is chosen from outside of the campus, if his/her previous experience and/or extraordinary contributions warrant such action, tenure as a member of the faculty of the department or school may be awarded upon appointment. This can occur, though, only with the recommendation of the Department Personnel Committee and the Dean of the College.

Upon resignation as Department Chair or School Director and continuation as a full-time teaching and research faculty member, chairs and directors who have served as chair or director for seven or more years are eligible to apply for a study leave equivalent to one-half year's pay for a full academic year or full pay for a semester's leave. Chairs or Directors who accept a study leave must agree to return to Radford University for a period of at least one year following the leave or repay the University the full amount paid to the faculty member during the leave.

1.3.2.1 Term of Service as Department Chair or School Director

Department Chairs and School Directors will be appointed for renewable four-year terms. During the spring of the third year, an in-depth formal evaluation shall be conducted by the Dean in consultation with the faculty of the department or school. (See section 1.4.2, evaluation of Chairs and Directors.) Terms of Department Chairs and School Directors may be renewed, with additional in-depth evaluations to take place in the third year of each term.

Continuation in the role as Department Chair or School Director shall be based on the Chair/Director's enjoying the continued trust and confidence of the faculty and Dean as reflected in the evaluations of the Chair or Director by the department faculty and by the Dean. As described in section 1.4.2 of this Handbook, annual evaluations of Department Chairs and School Directors by departmental faculty and by the Dean shall be based on the responsibilities and annual goals communicated to the chair or director and shall identify specific weakness, if any, and recommendations for improvement.

Whenever weaknesses are identified in a final, signed evaluation as serious, either by the department faculty or by the Dean, the chair or director shall develop a plan for improvement and a reasonable time line, to be approved by the Dean in consultation with the department faculty, as deemed appropriate by the Dean. In the event that improvement is not satisfactorily effected within the time line, the Dean, in consultation with the department faculty, may recommend an alternative plan and time line or shall recommend to the Provost removal of the chair or director.

1.3.3 Selection of Deans

When a vacancy occurs in an academic Deanship, the Provost will, in consultation with the President and upon his or her approval, call for the formation of a Search Committee composed of faculty from the college seeking a Dean, students majoring in the programs in the college, and a member of the administration. There shall be at least five (5) faculty members of the Search Committee. Each department or school in the college shall elect by secret ballot one (1) representative to the search committee. Should this result in fewer than five (5) faculty members of the Search Committee, then at a college meeting chaired by the provost, the faculty of the college shall elect by secret ballot a sufficient number of at-large college faculty representatives to bring the total number of faculty representatives to five (5). The student members (2) shall be recommended by the Student Government Association and/or the Graduate Student Council as appropriate. The Student Government Association or the Graduate Student Council shall propose a list containing at least six names and submit the list to the Provost, who will make the final appointments. The administrative member (1) shall be appointed by the Provost. The Search Committee shall elect its own chair.

The Committee will seek nominations and applications both from within and outside the university. The chair of the Search Committee shall keep the faculty and the Provost informed of the progress of the search.

The Search Committee shall recommend through the Provost, to the President, candidates from outside the university to be invited to the campus for a personal interview, stating specific reasons why the candidate is being recommended. Should either the Provost or the President disapprove the proposed candidate, the Search Committee shall be consulted prior to a decision not to extend an invitation to be interviewed. All final candidates shall meet with the faculty, staff, and students of the College and shall be interviewed by the Search Committee, the Provost, and the President.

After all interviews have been conducted, the Search Committee shall submit three unranked names to the Provost who will make recommendations concerning all the proposed candidates to the President. If the Provost finds none of the candidates acceptable and so recommends to the President and if the President approves the Provost's recommendations, the Provost shall so inform the Search Committee and shall request submission of further names by the committee. If none of the candidates are acceptable to the President, he or she shall so inform the Provost and the Search Committee and shall request submission of further names by the committee.

Upon resignation as Dean and continuation as a full-time teaching and research faculty member, Deans who have served 7 or more years are eligible to apply for a study leave equivalent to one-half year's pay for a full academic year's leave or full pay for a semester's leave. If they elect to take such a leave they may not continue as Dean immediately upon return. Deans who accept study leave must agree to return to Radford University for a period of at least one full year following the leave or repay the University the full amount paid to the dean during the leave.

1.3.3.1 Term of Service as College Dean

Continuation in the role as Dean shall be based on the Dean's enjoying the continued trust and confidence of the faculty and Provost as reflected in the evaluations of the Dean by the College faculty and by the Provost. As described in section 1.4.3 of this Handbook, evaluations of College Deans by the college faculty and by the Provost shall be based on the responsibilities and annual goals communicated to the Dean by the Provost and shall identify specific weakness, if any, and recommendations for improvement.

Whenever weaknesses are identified in an evaluation as serious, either by the College faculty or by the Provost, the Dean shall develop a plan for improvement and a reasonable time line, to be approved by the Provost in consultation with the College faculty, as deemed appropriate by the Provost. In the event that improvements are not satisfactorily effected within the time line, the Provost, in consultation with the College faculty, may recommend an alternative plan and time line or shall recommend to the President removal of the Dean.

1.3.4 Selection of Associate and Assistant Deans

The Associate and Assistant Dean serve at the pleasure of the Dean. These positions may be filled on the recommendation of the Dean to the Provost and the President.

A search will be conducted to fill an Assistant or Associate Dean position. The search may be limited to internal candidates. In all cases, to fill an Assistant or Associate Dean position, the Dean will, in consultation with the Provost and upon his or her approval, call for the formation of a Search Committee composed of faculty from the college seeking an Assistant or Associate Dean, students majoring in the programs in the college, and a member of the administration. There shall be at least five (5) faculty members of the Search Committee. Each department or school in the college shall elect by secret ballot one (1) representative to the search committee. Should this result in fewer than five (5) faculty members of the Search Committee, then at a college meeting chaired by the Dean, the faculty of the college shall elect by secret ballot a sufficient number of at-large college faculty representatives to bring the total number of faculty representatives to five (5). The student members (2) shall be recommended by the Student Government Association and/or the Graduate Student Council as appropriate. The Student Government Association or the Graduate Student Council shall propose a list containing at least six names and submit the list to the Dean, who will make the final appointments. The administrative member (1) shall be appointed by the Dean. The search committee shall write the position description, in consultation with the Dean. The Search Committee

shall elect its own chair.

After all interviews have been conducted, the Search Committee shall submit three unranked names to the Dean who will make recommendations concerning all the proposed candidates to the Provost and President. If the Dean finds none of the candidates acceptable and so recommends to the Provost and if the Provost approves the Dean's recommendations, the Dean shall so inform the Search Committee and shall request submission of further names by the committee. If none of the candidates are acceptable to the Provost or President, he or she shall so inform the Dean and the Search Committee and shall request submission of further names by the committee.

Upon resignation as Assistant or Associate Dean and continuation as a full-time teaching and research faculty member, Assistant or Associate Deans who have served in the position for 7 or more years are eligible to apply for a study leave equivalent to one-half year's pay for a full academic year's leave or full pay for a semester's leave. If they elect to take such a leave they may not continue as Assistant or Associate Dean immediately upon return. Assistant or Associate Deans who accept study leave must agree to return to Radford University for a period of at least one full year following the leave or repay the University the full amount paid to the dean during the leave.

1.4 EVALUATION

1.4.1 Faculty Evaluation

Faculty evaluations form the basis for reward, provide feedback, and aid faculty development. The evaluation process is the basis for decisions regarding reappointment, merit pay, tenure and promotion. Effective evaluations are based on clearly stated job-related criteria, encourage behavior which will lead to the achievement of institutional goals, differentiate among individuals, provide goals for improvement, and clearly relate to the reward system (merit pay, promotion, tenure, and reappointment).

Faculty shall be evaluated in three areas: teaching, professional contributions, and university service. Faculty development is also considered a vital part of faculty performance and is therefore included in faculty evaluation. Achieving excellence in teaching, in professional contributions, and in university service is viewed as a life-long, dynamic process. In order to remain current in their fields, to prepare for major curriculum revisions, and to plan and implement projects, faculty also need to study, read, travel, reflect, observe, and otherwise engage in activities for which the outcomes are not immediately evident.

Throughout this section, the term "Department Chair" shall include those with the titles "Department Chair" or "School Director".

1.4.1.1 Faculty Evaluation Policies

Responsibility and authority for evaluation of faculty of all classifications whose appointments are more than 50% teaching and research rests with the Department Chair and is subject to review by the Dean. Each faculty evaluation shall be made by the Department Chair consistent with the criteria that follow, in accordance with a given faculty classification and any published Department-specific evaluation criteria, and in accordance with College evaluation procedures.

The Department Personnel Committee also makes recommendations regarding reappointment of faculty as described in section 1.5 of this Handbook.

All evaluated activities shall be in the context of the faculty member's role as professor-scholar rather than in personal roles such as citizen or parent.

1.4.1.2 Faculty Evaluation Categories

Faculty are to present evidence of effective teaching; support and service to the department, college and University; and contributions to their profession through scholarly and creative activities. The University expects faculty to make contributions in all three areas.

Activities in these three evaluation categories include, but are not limited to, the examples listed below; and the examples are not presented in rank order. These categories necessarily overlap since many faculty activities predictably influence performance in more than one category. As a rule, professional contributions include activities which enhance a recognized scholarly discipline. University service includes activities whose main effect is to enhance or maintain the University. Efforts toward professional development that have a major impact on teaching may be so categorized.

Each department shall provide written descriptions of any department-specific evaluation criteria to be considered in the annual evaluation of faculty members in that department. Faculty evaluations shall use criteria that reflect the standards and norms of appropriate academic disciplines, be consistent with any applicable accreditation requirements and reflect University standards. To achieve this, each department shall develop written criteria and/or rubrics reflecting the weights and types of acceptable evidence to be used in the evaluation of faculty in the areas of teaching, professional contributions, and university service. Department Chairs and School Directors should develop these criteria in cooperation with department and/or school personnel committees. Such criteria shall be distributed to faculty in writing and made available on a department or college web site. Finally, it is recommended that departments initiate periodic reviews of these criteria to determine that they remain consistent with professional and university expectations.

Teaching

The University recognizes several dimensions of teaching, including in-class instruction, planning and curriculum development, and efforts toward improving one's teaching. Evaluation of teaching shall be based upon several sources of evidence of effective teaching performance. Evaluation of teaching must not be based solely upon student evaluations, but must include other sources of evidence, such as course descriptions, faculty-developed instructional materials, descriptions of student activities, examples of student work, colleague observations of instruction, and/or faculty self-evaluation. Examples include but are not limited to:

- classroom teaching, on and off campus
- supervising practica and internships
- writing new courses
- developing and implementing distance learning classes
- developing and implementing service learning classes
- developing programs/workshops
- participating in graduate oral or written exams
- continuing education (e.g., teaching in university-sponsored continuing education programs, attending professional meetings, taking classes, attending workshops)
- assisting with and supporting out-of-class departmental activity
- encouraging undergraduate presentations, creative activity, or performance outside the classroom
- faculty development efforts (attending professional workshops, taking classes, participating in a campus program or in a mentoring program to improve one's own teaching, etc.)
- adopting and mastering technology for instruction and use within a discipline

Professional Contributions

Professional, scholarly and creative activity complements teaching. Radford University recognizes many forms of professional contributions and particularly values study, research and creative endeavors that improve teaching and learning. While the University sets the standard of expecting all faculty to be involved in scholarly and creative activity, the individual colleges and departments define the particular forms of professional contributions expected of faculty. Examples include but are not limited to

- publishing
- obtaining grants
- developing and maintaining a research or creative program
- reviewing work within one’s discipline
- editing work within one’s discipline
- holding office or committee positions in professional organizations
- obtaining licensure
- serving on state boards
- creating/performing in an appropriate field
- presenting papers/workshops/etc. at professional meetings
- professional consulting
- providing agency training
- faculty development efforts (attending workshops on grant-writing, publishing, technology use)

University Service

Faculty are expected to provide service to the University community. Though the level of involvement in university governance and support may vary from year to year, each faculty member is expected to show, over time, a consistent pattern of contributions through participating in committees at all levels, meeting special departmental or college responsibilities in recruiting and advising students, and otherwise showing evidence of committing time and effort toward furthering the department, college and university. Examples include but are not limited to:

- serving on University committees/councils
- sponsoring student organizations/publications
- academic advising
- teaching overloads
- participating in department and campus programs
- participating in Quest
- recruiting students
- serving in the student judicial system
- giving lectures/performances/tours/etc. in one’s discipline to community groups

- serving in the Faculty Senate
- serving on the Foundation Board
- sharing in departmental duties
- developing and participating in programs that enhance alumni relations
- faculty development efforts toward enhancing one's ability to advise students or complete committee or administrative responsibilities
- providing community service in one's field of specialty

1.4.1.3 Student Evaluations of Faculty

For courses housed in departments, the Department Personnel Committee is responsible for the administration, collection and delivery of the University-wide student evaluation forms for all teaching faculty in the department. The personnel committee is responsible for distribution of the results of student evaluations to the Department Chair and the faculty member who is the subject of the evaluation. The University-wide form, along with any department-specific additions, shall be considered the official source of student evaluation of teaching. However, use of this form does not preclude the use and report of additional assessments of teaching at the discretion of each faculty member.

For courses not housed in departments (e.g., courses with a Women's Studies prefix), the program director is responsible for the administration, collection and delivery of the University-wide student evaluation forms for all instructors. The program director is responsible for distribution of the results of student evaluations to each instructor's Department Chair, if relevant, and to the faculty member who is the subject of the evaluation. The University-wide form, along with any program-specific additions, shall be considered the official source of student evaluation of teaching. However, use of this form does not preclude the use and report of additional assessments of teaching at the discretion of each faculty member.

Procedures:

1. Student evaluations for full-semester courses, regardless of method delivery, shall be conducted between the thirteenth and fourteenth weeks of the semester; for half-semester courses they are conducted during the sixth week of the course. If all students in a course are not scheduled to meet simultaneously in the same place with an instructor or proctor between the thirteenth and fourteenth weeks of the semester, then the student evaluation may be administered electronically. In the case of evaluations, of online courses, the faculty member may designate a 24-hour period within the specified window during which evaluations will take place.
2. The department personnel committee or course supervisor shall determine who is responsible for administering the evaluations in classes and online. Under no circumstances shall the actual instructor of the course administer his or her own evaluations.
3. It is recommended that the evaluation be administered at the beginning of class to ensure that the students have adequate time to prepare thoughtful comments.
4. For evaluations administered in the classroom, the packet of evaluations given to faculty must include the standard university wide instruction statement (see below). All administrators of the evaluations must read the statement aloud. The statement addresses the conditions under which the evaluations are conducted, how they should be completed by students, and why they are important.

To ensure standardized administration of student evaluations, PLEASE READ THE FOLLOWING TO THE CLASS **(do not omit or add anything):**

For all evaluations: Please read this before you begin.

Student evaluations are an important part of each faculty member's overall evaluation. Professors will use comments you make to help them improve their teaching and classroom procedures. You are asked to be honest, professional, and thoughtful in your responses. Please be professional in your evaluation. Offensive comments (whether related to race, gender, age, disability, or culture) reflect poorly on you as an individual and on the Radford University community as a whole. This is not an image that we support or encourage. No discussions should take place while you are completing the

evaluation: each student provides his/her independent assessment of the course and the instructor. These evaluations are entirely confidential and they cannot be traced back to the people who complete them. Instructors will not see the results of these evaluations until after course grades have been submitted. Your comments are very important; consider them carefully.

Schedules

The schedules for administration of student evaluations are as follows.

a. Tenured faculty: The Personnel Committee shall administer student evaluations:
   – during the second semester that a tenured faculty member teaches a course, in all sections of that course - whenever the most recent evaluations for that course and instructor are more than five semesters old

b. All other faculty: student evaluations shall be conducted by the Personnel Committee in all courses, every semester.

c. Adjunct faculty shall be evaluated in every course, including summer session.

Exceptions to these cycles of student evaluations may be made under the following circumstances.

a. A faculty member may request that the Personnel Committee conduct student evaluations in her or his own courses more frequently.

b. The President, Provost, Dean, or Chair may request, in writing, that the Personnel Committee conduct student evaluations for a specific faculty member during any semester or summer session. This provision is not meant to be invoked to cover all faculty or any department's or college's faculty as a whole.

Distribution and Archiving of Results

The Chair of the Personnel Committee shall insure distribution of numerical and subjective summary data for an evaluated course to both the faculty member and the Department Chair within 10 days after this material is made available by the Office of Academic Assessment.

Summaries of data from student evaluations collected by the Personnel Committee shall be kept by the Chair of the Personnel Committee for 7 years after collection, either in printed or electronic form. Original data collection forms, including scan sheets and comments sheets, shall be kept for at least 1 year after data collection. All records no longer retained by the department shall be returned to the faculty member.

Complaint Procedures for Prejudicial Evaluations

If a faculty member concludes that comments in the student evaluation data point to the presence of prejudicial evaluations, he or she has the right to request the actual copies of the evaluations (not the summary statistics). "Prejudicial" as defined by the E.E.O.C. refers to language and actions "based on stereotypes or assumptions about the abilities, traits, or performance of individuals of a certain sex, race, age, religion, or ethnic group, or individuals with disabilities." Following receipt of the evaluations, the faculty member may ask for a meeting with the department chair and the chair of the personnel committee. If review of the evaluation comments concludes that the evaluations are prejudicial, those evaluation sheets will be removed from the completed forms and the statistics must then be recalculated using the remaining evaluations. If the issue remains unresolved after this meeting, the faculty member may then appeal to the Dean. If this does not lead to resolution of the complaint, the next step is to bring the appeal to the Faculty Appeals committee. These strategies for recourse are necessary and important given the role of student evaluation data in making decisions determining reappointment, tenure, promotion and merit awards.

1.4.1.4 Faculty Evaluation Procedures

1.4.1.4.1 Evaluation Procedures for Tenured and Tenure-track Faculty

1. By August 22, each returning faculty member shall submit to the Department Chair a Faculty Annual Report, which includes specific information concerning the faculty member's significant activities for the past academic year in the areas of teaching, professional contributions, and university service, and a brief statement of what the faculty member hopes to accomplish in each area for the upcoming academic year. A brief description of the workload of the faculty member, including factors which might influence faculty performance, such as overloads, number of class preparations, graduate hours taught, independent studies, supervision of interns, off-campus assignments, etc. should be included.

   If an individual faculty member chooses to include intra-departmental, extra-departmental, or extra-university colleague evaluations as part of his or her evaluation, the department as a whole must develop and approve, by majority vote, a procedure for obtaining such colleague evaluations, and determining the weight that shall be given to them. Evaluators (i.e. Department Chair, Dean, or Provost) shall not request or initiate such internal or external colleague evaluations.

2. Annually, the Department Chair shall prepare evaluations of all faculty based on the activities of the previous academic year for teaching and university service and the past three years for scholarly and professional activities. The Department Chair shall use the three previous years' student evaluations in the annual teaching evaluation of each tenured faculty member. For example, the 2001-02 annual evaluation shall include student evaluations of teaching from 1999-2000, 2000-01, and 2001-02. Numerical data from student ratings should be evaluated in context. Chairs should consider a variety of factors that influence student ratings; these may include the number and level of students in the course being evaluated, whether the course is required, the difficulty of the subject matter, the rigor of course requirements, and written student comments. Chairs (and personnel committees) will specify the criteria used in addition to student evaluations and indicate their weighting in the evaluation.

   For the evaluation of tenure-track faculty members, it is also important that the Department Chair consider the previous year's recommendations and supporting justifications for reappointment or non-reappointment provided by the Personnel Committee.

   The evaluation shall include:
   a. strengths and/or weaknesses within the categories of teaching, professional contributions, and university service, citing examples;
   b. a description of performance for each category of evaluation, using the terms outstanding, above expectations, meets expectations, meets expectations minimally, below expectations, or poor;
   c. an overall evaluation and written justification for the ratings assigned in each evaluation category
   d. an assessment of the faculty member's progress towards the minimum criteria for eligibility for tenure and/or promotion, where appropriate.

   If weaknesses are cited or if ratings below 3.5 appear in any of the three evaluation categories, the Department Chair shall include recommendations to the faculty member for improving performance.

3. A weighted average of the three categories (teaching, professional contributions, and university service) shall be used to determine the overall evaluation of each faculty member. The range of acceptable weights for each category is as follows, with the stipulation that the sum of the weights must equal 100%:

Teaching	40% - 75%
Professional Contributions	15% - 40%
University Service	5% - 30%

   For faculty and Department Chairs who have reassigned time for university service, the minimal weights allowable for teaching and university service shall be commensurate with their reassigned time. Faculty who receive reassigned time for research or grant work shall have at least 30% of their evaluation in the category of Professional Contributions. Faculty who have externally funded reassigned time shall be entitled to an

exception to these lower limits, to be determined in consultation with the Department Chair. Faculty who have reassigned time for administrative work shall have at least 25% of their evaluations in the category of University Service. Faculty with other special circumstances shall determine an appropriate range of weights to be assigned to each category of evaluation in consultation with their department chair.

Annually, each faculty member, in consultation with the Department Chair, determines the percentage value (within the prescribed range) for each evaluation category that will be used in her or his evaluation after the Chair's final rating in each category is submitted to the individual faculty member.

Colleges and departments may make decisions regarding more specific expectations for faculty effort within these ranges and shall clearly communicate these expectations in writing to faculty at the beginning of the academic year.

The Department Chair shall assign a numerical value to the descriptive term that represents her or his assessment of a faculty member in each of the three evaluation categories, as follows:

Outstanding	4.5 - 5.0
Above Expectations	3.5 - 4.49
Meets Expectations	3.0 - 3.49
Below Expectations	2.0 - 2.99
Unacceptable	Below 2.0

A tenured faculty member whose overall evaluation rating falls below 3.0 or whose teaching rating falls below 3.0 is subject to post-tenure review which, after due process, may result in sanctions up to and including dismissal.

A faculty member's overall evaluation will be determined as follows:

a. The numerical value assigned to each of the three evaluation categories will be multiplied by the weight previously determined for the category, e.g., a weighted percentage value of 40% - 75% will be used in the evaluation category "teaching."
b. The numerical values thus obtained for the three evaluation categories will be added together to determine the faculty member's overall evaluation.

For example: Assume that faculty member "X" elects to count "teaching" as 60% of her or his evaluation, "professional contributions" as 30%, and "University service" as 10%. If the Department Chair assigns this faculty member numerical ratings of 3.6 (above expectations) in teaching, 4.5 (outstanding) in professional contributions, and 2.7 (meets expectations minimally) in University service, the faculty member's overall evaluation would be determined as follows:

Teaching	3.6 x .60 = 2.16
Professional contributions	4.5 x .30 = 1.35
University service	2.7 x .10 = .27
OVERALL RATING	3.78 (above expectations)

4. The Department Chair shall send a copy of the proposed faculty evaluation to the faculty member under evaluation by the date specified in the University's Time Schedule for Personnel Decisions. All faculty members shall be given the opportunity to respond to the tentative evaluations of themselves by their Department Chair before the evaluation from the Chair is signed and forwarded to the College Dean.

5. Each response to a tentative evaluation may be presented either in writing or verbally in conference. Each written response must be received no later than the date specified in the University's Time Schedule for Personnel Decisions. Each conference must be requested no later than the date specified in the University's Time Schedule for Personnel Decisions. After consideration of the faculty member's response, the Department Chair shall forward his or her final evaluation to the Dean with a copy to the faculty member. If the faculty member disagrees with the evaluation from the Chair, he or she may send to the Dean a statement of her or his disagreement.

6. The evaluation of each faculty member from the Chair shall be forwarded to the Dean of that College. The Dean shall review the evaluation from the Chair. If the Dean concurs with the evaluation from the Chair, he or

she may give reasons for this concurrence. If the Dean disagrees with the evaluation from the Chair, the Dean shall set forth her or his reasons for disagreement. In either case, if the Dean adds anything to the evaluation from the Chair, a written copy of the Dean's comments shall be sent to the Chair and to the faculty member.

7. A faculty member who disagrees with all or any part of her or his final evaluation may file an appeal with the Faculty Appeals Committee. The recommendation of the Faculty Appeals Committee shall be given to the Provost. The Provost shall give full consideration to the recommendation of the Faculty Appeals Committee and shall render a final decision in the matter. The final evaluation as reviewed by the Dean or, in such cases where it is rendered, the final decision of the Provost, shall be the basis for merit pay increases and shall be considered in decisions related to promotion, reappointment, and tenure.

   Procedures for appeals are given in section 1.8 of this Handbook.

8. The following shall become a part of each faculty member's official personnel file in the office of the Provost: the faculty member's evaluation from the Chair; the decisions and comments of the Dean; any written disagreements with either the Chair or the Dean that the faculty member under evaluation wishes to include; any recommendations that may issue from the Faculty Appeals Committee; any final decision rendered by the Provost subsequent to recommendations of the Faculty Appeals Committee.

1.4.1.4.2 Evaluation Procedures for Special Purpose, Full-time Temporary, and Part-time Faculty

The evaluation of special purpose and full-time temporary faculty shall adhere to the same procedures as those for tenure-track faculty except that the range of weights for each category of evaluation shall be:

Teaching:	75% - 100%
Professional Service:	0% - 20%
University Service:	0% - 15%

The Personnel Committee shall administer student evaluations of special purpose, full-time temporary, and part-time faculty between the thirteenth and the fourteenth weeks of the semester for all courses, every semester. The appeals procedures shall also be the same as for tenure-track faculty.

The evaluation of part-time faculty shall occur at the end of the semester; based on assigned responsibilities outlined in their letter of appointment. The Department Chair shall prepare a written evaluation of the part-time faculty member's performance and send a copy to the faculty member. If the faculty member disagrees with the evaluation from the Department Chair, he or she may send a written statement of disagreement to the College Dean.

1.4.1.4.3 Evaluation Procedures for Faculty with Administrative Assignments

Teaching and research faculty with 50% or more reassigned time for administrative assignments are primarily evaluated by their supervisor. However, they shall submit a complete Faculty Annual Report to the Department Chair. The evaluation from the Department Chair with regard to faculty responsibilities shall be given to the supervisor of the administrative work.

1.4.1.5 Failure to Submit a Faculty Annual Report

Failure to submit a Faculty Annual Report shall result in ineligibility for a merit pay increase.

1.4.1.6 Post Tenure Review Policy

If the result of the annual evaluation process for a tenured faculty member is an overall rating of less than 3.0 a 5.0 scale (i.e., below "meets expectations") or the rating in the evaluation category of "teaching" is below 3.0 on the 5.0 scale, an in-depth evaluation will proceed immediately as described below.

1. By the last day of final examinations of the semester during which the overall evaluation rating of a tenured faculty member falls below 3.0 or in which the teaching rating falls below 3.0, an in-depth evaluation will be initiated by an ad hoc committee consisting of three tenured faculty members mutually agreed upon by the chair and the tenured faculty member being evaluated. The members of the ad hoc committee need not be from the department of the tenured faculty member being evaluated, but must be from the individual's college. If the tenured faculty member and the chair cannot agree on the committee's membership, the committee shall consist of one faculty member selected by the chair, one faculty member selected by the individual being evaluated, and one faculty member selected by the college dean.

2. Within 30 days of the last day of final examinations of the semester in which the committee is formed, the ad hoc committee will develop, in consultation with the tenured faculty member and department chair, a strategic plan designed to remedy performance deficiencies. The plan will:
   a. Identify specific weaknesses;
   b. Define specific actions to help the tenured faculty member overcome those weaknesses;
   c. Set an appropriate time line for improvement to be achieved as soon as possible, but in no case more than two years following the end of the evaluation period in which the original overall rating of less than 3.0 or the original teaching evaluation of less than 3.0 was received;
   d. Indicate measures to assess improved performance;
   e. Identify institutional resources that should be used to assist the tenured faculty member in achieving the specified improvement.

3. The strategic plan will be signed by the members of the ad hoc committee, the department chair, and the tenured faculty member. A copy of the signed plan will be provided to the tenured faculty member, committee members, department chair, and the college dean. Annual evaluations by the department chair in succeeding years will specifically address progress toward meeting the goals defined in the strategic plan.

4. A tenured faculty member who fails to achieve the improvements identified in the strategic plan within the agreed-upon timetable as evidenced in the department chair's annual evaluation will be asked to submit a written explanation to the ad hoc committee and to the department chair. This explanation may either contest the evaluation from the Chair or may account for the faculty member's lack of success in meeting the terms of the strategic improvement plan. The ad hoc committee, together with the department chair, may respond to the written explanation in one of the following three ways:
   a. Agree by majority vote of the committee, and the Department Chair, with the faculty member's written explanation of her or his own improved performance, in which case the in-depth evaluation process will be concluded;
   b. Determine by majority vote of the committee, in consultation with the department chair, that the tenured faculty member's explanation of why her or his performance goals have not been met justifies an extension of the improvement plan, in which case the committee will work with the faculty member and the department chair to revise the strategic improvement plan; or
   c. Determine by majority vote of the committee, in consultation with the department chair, that the tenured faculty member's explanation fails to justify an extension, in which case the committee will prepare a report of the entire in-depth evaluation and forward it to the tenured faculty member, the department chair, and the college dean, recommending that appropriate sanctions be imposed. Available sanctions include mandatory teacher training support, changes in course assignments, ineligibility for salary increases, ineligibility for faculty professional development leave, phased retirement, and dismissal.

5. If the administration decides to initiate sanction or dismissal procedures because of incompetent performance on the part of the faculty member, it will adhere to the policies on Termination for Cause given in section 1.14.2 of this Handbook.

1.4.2 Evaluation of Department Chairs and School Directors

A. Annual Evaluation

The Department/School Personnel Committee shall evaluate the Department Chair or School Director annually in two separate evaluations, one as a faculty member and one as chair or director. Both evaluations shall be conveyed to both the Department Chair or School Director and the College Dean. The College Dean shall review the Personnel Committee's evaluation of the Department Chair or School Director as a faculty member, and shall separately evaluate him or her as a chair or director, subject to review by the Provost.

Evaluations of Department Chairs or School Directors shall be prepared annually in writing before the end of the spring semester. The primary purpose of the evaluation will be to provide guidance for development and to provide assessment for decisions related to merit pay and continuation in the role. These annual evaluations will be available for consideration by the Dean during the detailed review that will be conducted during the third year of each Chair's or Director's four-year term.

The annual evaluation of Department Chairs and School Directors shall be conducted as follows:

1. Evaluation as Faculty: The criteria for evaluation as a faculty member shall be the same as those for all faculty members except that the minimal weights allowable for teaching and university service shall be commensurate with their reassigned time. The Department/School Personnel Committee shall administer and collect the same data for the Department Chair or School Director as for all department faculty.

2. Evaluation as Chair or Director: The criteria for evaluation as Chair or Director shall reflect the duties and responsibilities of the chair or director as listed in section 4.2.3.1 of this Handbook. The Department/School Personnel Committee shall circulate to all currently employed faculty of the department who reported to the Chair or Director during all or part of the evaluation period a Department Chair/School Director evaluation form based upon these evaluation criteria and shall include an appropriate place for an overall evaluation of the Chair or Director. Faculty beginning their employment during the semester in which the evaluation is conducted would not evaluate the Chair or Director since they were not employed by the University during the evaluation period. The forms will be completed and returned to the Department/School Personnel Committee.

3. Data and comments from the faculty evaluations shall be summarized by the Department/School Personnel Committee. The Department/School Personnel Committee shall then evaluate the Department Chair or School Director as a faculty member and separately as a chair, in tentative evaluations to be sent to the Department Chair or School Director.

4. Each Chair or Director will be given the opportunity to respond to both of the Personnel Committee's tentative evaluations of the Chair or Director-- as a faculty member and as a Chair or Director-- before the finalized evaluations are forwarded to the Dean. The appeal procedures shall be the same as those described for faculty.

5. The Department/School Personnel Committee's summary and overall evaluations of the Department Chair or School Director as a faculty member and as a chair or director shall be forwarded to the College Dean. All data used by the Personnel Committee shall be made available to the College Dean.

6. A minority report signed by all concurring faculty may be written if either or both of the Personnel Committee's evaluations are unacceptable to a minority of the committee members. A minority report is seen as an exception rather than standard procedure and shall include a justification for its creation. The minority report shall be submitted to the Dean as a separate document and shall be included with the Personnel Committee's evaluations. A copy shall be sent to the Chair or Director.

7. If the Dean disagrees with the Department/School Personnel Committee's evaluation of the Chair or Director as a faculty member in his or her review thereof, he or she shall give the Department Chair or School Director and Personnel Committee Chair a written statement of the reason(s) for the disagreement. The Department Personnel Committee may seek clarification from the Dean on any points of perceived disagreement.

8. The Dean shall communicate his or her evaluation of the Department Chair or School Director as a chair or

director to the Department Chair or School Director in writing. The Department Chair or School Director shall have the opportunity to respond in writing to his or her evaluation as chair prior to the Dean's communication of a final evaluation to the Personnel Committee and to the Provost.

9. The College Dean shall forward her or his evaluation of the Department Chair or School Director as a chair or director, together with the evaluation of that role by the Department/School Personnel Committee, to the Provost, with copies sent to the Department Chair or School Director and to the Department/School Personnel Committee. In a case of a departure by the Dean from the evaluation by the Personnel Committee, the Committee may seek clarification from the Dean on the reason(s) for the departure.

10. The College Dean's evaluation of the Department Chair or School Director as a chair or director, and all pertinent data including any written responses from the Chair or Director and/or the Personnel Committee, shall be reviewed by the Provost, who shall provide written justification for any disagreement with the Dean's evaluation. In the event of disagreement by the Department Chair or School Director with the Dean's evaluation of him or her as chair, the Provost shall render a decision in the matter.

11. If the Chair or Director wishes to appeal his or her evaluation(s) either as faculty member or as chair, or the review(s) thereof by the Dean or the Provost, respectively, the process followed shall be consistent with that for faculty appeals. The final evaluations of the Department Chair or School Director both as a faculty member and as a chair, following any possible appeals, become part of the Department Chair's/School Director's personnel file, and shall serve as the basis for merit pay increases, for any possible reappointment, tenure, or promotion, and for decisions on retention as Department Chair or School Director.

B. Quadrennial Evaluation

Every four years, in spring of the third year of the Department Chair's or School Director's four-year term, in lieu of the annual evaluation as chair or director described in section A, an in-depth formal evaluation as chair or director shall be conducted by the Dean in consultation with the faculty of the department or school. (The policies and procedures affecting the annual evaluation of the Chair or Director as faculty member will not change.)

1. Prior to the quadrennial evaluation of the Chair or Director, each Chair or Director shall prepare and distribute to all faculty within the department or school a quadrennial report summarizing his or her accomplishments related to responsibilities as Chair or Director, and with reference to the attainment of goals established for the previous four-year period.

2. The criteria for evaluation as Chair or Director shall reflect the duties and responsibilities of the chair or director as listed in section 4.2.3.1 of this Handbook. The Department/School Personnel Committee shall circulate to all faculty of the department a Department Chair/School Director evaluation form based upon these evaluation criteria and shall include an appropriate place for an overall evaluation of the Chair or Director during his/her current four-year term. The forms will be completed and returned to the Department/School Personnel Committee.

3. Data and comments from the faculty evaluations shall be summarized by the Department/School Personnel Committee. The Department/School Personnel Committee shall then evaluate the Department Chair/School Director as a faculty member (during the current year) and separately as a chair (over the past four years), in tentative evaluations to be sent to the Department Chair or School Director. In completing the quadrennial evaluation, the Department/School Personnel Committee should take into account the Chair or School Director's annual evaluations for the previous three years. The letter or memorandum prepared by the Department/School Personnel Committee for this evaluation should be addressed to the Dean and copied to the Chair/Director.

4. Each Chair or Director will be given the opportunity to respond to both of the Personnel Committee's tentative evaluations of the Chair or Director -- as a faculty member and as a Chair or Director -- before the finalized evaluations are forwarded to the Dean. The appeal procedures shall be the same as those described for faculty.

5. The Department/School Personnel Committee's summary and overall evaluations of the Department Chair or Director as a faculty member and as a chair or director shall be forwarded to the College Dean. All data used by the Personnel Committee shall be made available to the College Dean.

6. A minority report signed by all concurring faculty may be written if either or both of the Personnel Committee's evaluations are unacceptable to a minority of the committee members. A minority report is seen as an exception rather than standard procedure and shall include a justification for its creation. The minority report shall be submitted to the Dean as a separate document, and shall be included with the Personnel Committee's evaluations. A copy shall be sent to the Chair or Director.

7. If the Dean disagrees with the Department/School Personnel Committee's evaluation of the Chair or Director as a faculty member in his review thereof, she or he shall give the Department Chair or School Director and Personnel Committee Chair a written statement of the reason(s) for the disagreement. The Department Personnel Committee may seek clarification from the Dean on any points of perceived disagreement.

8. The Dean shall meet with the Chair or Director to discuss his/her accomplishments and goals as Chair or Director. At this time, the Dean and Chair or Director can initiate a preliminary discussion of the goals the Chair or Director anticipates setting for him/herself as Chair or Director and for the department or school for the next four years.

9. The Dean shall communicate his or her evaluation of the Department Chair or School Director as a chair or director to the Department Chair or School Director in writing. Included in this evaluation shall be a recommendation to the Provost regarding reappointment of the Chair or Director for another four-year term. The Department Chair or School Director shall have the opportunity to respond in writing to his or her evaluation as chair or director prior to the Dean's communication of a final evaluation to the Personnel Committee and to the Provost.

10. The College Dean shall forward her or his evaluation of the Department Chair or School Director as a chair or director, including the Dean's recommendation for reappointment of the chair or director for another term, together with the evaluation of that role by the Department/School Personnel Committee, to the Provost, with copies sent to the Department Chair and to the Department Personnel Committee. In a case of a departure by the Dean from the evaluation by the Personnel Committee, the Committee may seek clarification from the Dean on the reason(s) for the departure.

11. The College Dean's evaluation of the Department Chair or School Director as a chair, and all pertinent data including any written responses from the Chair or Director and/or the Personnel Committee, shall be reviewed by the Provost, who shall provide written justification for any disagreement with the Dean's evaluation. In the event of disagreement by the Department Chair or School Director with the Dean's evaluation of him or her as chair or director or with the Dean's recommendation regarding reappointment for another term, the Provost shall render a decision in the matter.

12. If the Chair or Director wishes to appeal either his or her annual evaluation as faculty member or his or her quadrennial evaluation as chair or director, or the review(s) thereof by the Dean or the Provost, respectively, the process followed shall be consistent with that for faculty appeals. The final evaluations of the Department Chair or School Director both as a faculty member and as a chair or director, following any possible appeals, become part of the Department Chair's or School Director's personnel file, and shall serve as the basis for merit pay increases, for any possible reappointment, tenure, or promotion, and for decisions on retention as Department Chair or School Director.

13. Chairs/Directors who are reappointed for subsequent four-year terms must submit for the review and approval of the Dean written copies of the of the goals they have established for themselves as chairs/deans and of their departments/schools during their next term. These goals must be submitted to the Dean by May 15 of the year of the quadrennial review. The degree to which these goals are fulfilled shall be assessed as part of the Chair's/Director's next quadrennial evaluation.

1.4.3 Faculty Evaluation of College Deans, Associate Deans, and Assistant Deans

Deans, Associate Deans, and Assistant Deans shall be evaluated annually in accordance with sections 1.4.3.1 and 1.4.3.2, below.

In addition, Deans, Associate Deans, and Assistant Deans shall receive 360-degree, comprehensive evaluations every five years—specifically, during the fall of every fifth year of their service in the position. Processes and procedures for the five-year comprehensive review of Deans, Associate Deans, and Assistant Deans are specified in sections 1.10.1, 1.10.2, 1.10.3, and 1.10.4 of the Administrative and Professional Faculty Handbook

1.4.3.1 Faculty Evaluation of College Deans

Evaluations of College Deans shall be prepared annually by the Provost according to the guidelines in the Administrative and Professional Faculty Handbook. Input from the College faculty represents an important component of this evaluation. Faculty evaluations of all College Deans shall be conducted annually in the spring semester by the Governance Committee of the Faculty Senate and shall be incorporated into each Dean's evaluation by the Provost.

Criteria for evaluation shall be based on the responsibilities of Deans as outlined in section 4.1.3.1 of this Handbook and on each Dean's annual goals. The Provost and the Committee shall review the Dean's responsibilities and goals to identify those most closely related to faculty concerns and their professional functions. At a minimum, the faculty ratings shall be based on: leadership of the college, handling of administrative duties, achievement of annual goals, and on the Dean's annual report.

The faculty evaluation of College Deans shall be conducted as follows:

1. Prior to the evaluation of the Dean by faculty, each College Dean shall prepare and distribute to all faculty within the College an annual report summarizing his or her accomplishments related to responsibilities as Dean and annual goals for the current year.

2. The form used for faculty evaluations of College Deans shall be developed by the Provost and the Governance Committee based on the above mentioned criteria and shall be approved by the Committee. The scale for numeric ratings shall be based on the same scale as used for faculty evaluations. The form shall include a category for overall evaluation and comments.

3. The Committee shall circulate the form to all faculty in each college.

4. The Committee shall summarize the data from the faculty evaluations by type of faculty (tenured and tenure-track; special purpose and full-time temporary; adjunct faculty, and administrative/professional faculty, unless there are fewer than five people in a category) for each College Dean and make appropriate recommendations based on the data. Comments will be summarized as well as provided verbatim to the Provost. Comments will never be reported out by type of faculty. The Committee summary and recommendations shall be forwarded to the Provost. Members of the Committee who disagree with the recommendations may file a minority report with the Provost at the same time.

5. The faculty's evaluation of the Dean should be substantially incorporated and referenced in the Dean's overall evaluation. The summary of faculty evaluations and the recommendation from the Governance Committee, including any minority report, shall be given to the Dean and the Provost.

6. The Provost shall meet with the Governance Committee on the overall evaluation of the Deans and how the faculty data was used in arriving at the overall evaluation.

1.4.3.2 Evaluation of Associate Deans and Assistant Deans

Evaluations of College Associate Deans and Assistant Deans shall be prepared annually by the College Deans according to the guidelines in the Administrative and Professional Faculty Handbook.

1.5 REAPPOINTMENT

Teaching faculty subject to annual reappointment include tenure-track faculty, special purpose faculty, and those full-time temporary faculty hired with an option for renewal.

1.5.1 Procedures for Recommending Reappointment or Non-Reappointment of Tenure-track Faculty

1. All deadlines for reappointment consideration and appeals procedures will be established each year and communicated in writing to all faculty at the beginning of the Fall Semester in the University's Time Schedule for Personnel Decisions.

2. The Department Personnel Committee shall initiate for each continuing non-tenured full-time Teaching faculty member a thorough evaluation of his or her cumulative documentation, and make its written recommendation for reappointment, including full justification, to the Department Chair. The Department Personnel Committee shall provide a copy of its recommendation and justification to the faculty member.

   A minority report may be written if the Department Personnel Committee's recommendation concerning reappointment is unacceptable to a minority of the committee members. A minority report is seen as an exception rather than standard procedure and shall include a justification for its creation. The minority report shall be signed and submitted as a separate document, and shall be included with the Personnel Committee's recommendation. A copy shall be sent to the candidate.

3. After receipt of the Personnel Committee's recommendation, the Department Chair shall make his or her own written recommendation, including full justification, and shall forward this, along with the recommendation and justification from the Department Personnel Committee, to the Dean of the College. The Department Chair shall provide a copy of his or her recommendation and justification to the faculty member and the Department Personnel Committee. Additionally, Department Chairs are responsible for clearly communicating in writing, as part of the Chair's annual evaluation of each tenure-track faculty member, their evaluation regarding the faculty member's progress towards the minimal criteria for eligibility for tenure. These written evaluations shall form a portion of the justification for the ultimate decision to award or deny tenure.

4. The College Dean shall review the recommendations of the Department Personnel Committee and the Department Chair and forward these recommendations to the Provost along with his or her own written recommendation, including justification. The Dean shall provide a copy of his or her recommendation and justification to the faculty member, the Departmental Personnel Committee, and the Department Chair.

   In the event that a negative recommendation is submitted by the Department Personnel Committee or the Department Chair or the College Dean, the faculty member shall have the right to submit a written response to the next higher level or to appeal any one of those decisions. The Faculty Appeals Committee, upon appropriate and timely request from the faculty member, shall have jurisdiction. That Committee shall report its recommendations on appeals to the Provost.

5. The Provost shall make his or her recommendation to the President. The Provost shall provide a copy of his or her recommendation to the faculty member, the College Dean, the Department Chair, and the Department Personnel Committee.

   If the recommendation of the Provost is negative, he or she shall so inform the faculty member, furnishing the copy of his or her recommendation, including justification, at least one week before the deadline to submit an appeal to the Faculty Appeals Committee. Upon appropriate and timely request from the faculty member, the Faculty Appeals Committee shall have jurisdiction. If on appeal from the faculty member, the Faculty Appeals Committee disagrees with the recommendation from the Provost, the report of the committee shall be sent to the President.

6. The President shall make his or her decision.

   If the Provost recommends positively and the decision of the President is negative, the President shall so inform the faculty member, furnishing the copy of his or her decision, including justification, at least one week before the established deadline to submit an appeal to the Faculty Appeals Committee. Upon appropriate and timely request from the faculty member, the Faculty Appeals Committee shall have jurisdiction.

8. Notice of the Provost' intention not to recommend reappointment shall be given in writing in accordance with the following:
   a. Not later than March 1 of the first academic year of service if the appointment expires at the end of that year. For faculty appointed at other than the beginning of the academic year, the "first academic year of service" means the academic year following the appointment. If the university terminates a one-year appointment during an academic year without cause, notice must be given by the University at least three months in advance of the termination.

   b. Not later than December 15 of the second academic year of service if the appointment expires at the end of that year.

   c. At least twelve months before the expiration of an appointment after two or more years at the institution.

1.5.2 Procedures for Recommending Reappointment or Non-Reappointment of Special Purpose Faculty and Full-time Temporary Faculty with an option for Renewal

The procedures for recommending the reappointment or non-reappointment of special purpose faculty and full-time faculty with an option for renewal shall be the same as for tenure-track faculty except that, in lieu of appeals, the faculty member may provide a written response to the recommendation, which shall be forwarded with the recommendation to the next level.

1.6 PROMOTION

Promotion in rank is restricted to tenured, tenure-track, and special purpose faculty, including tenured faculty serving in administrative or professional positions.

1.6.1 Criteria for Promotion

Promotions are earned by exemplary service and are based on recommendations to the President from the Department Promotion Committee, the Department Chair, the Dean, and the Provost. Promotions are not granted automatically upon a faculty member's meeting the minimum criteria for promotions described below; these criteria are primarily concerned with the degree held and the years of service at the University.

1.6.1.1 Minimum Criteria for Faculty Promotions

Assistant Professor

Must hold a terminal degree in area of specialty

Associate Professor

a. Must hold a terminal degree in area of specialty and have six years of service at Radford University or other accredited collegiate institution, of which three years must be with the terminal degree, or
b. Must hold a terminal degree in area of specialty; and must have four years of full-time service at Radford University or other accredited collegiate institution; and must have a total of ten years specialized experience which fits the position held as determined by the Provost in consultation with the department chair, including academic service and other specialized experiences.

Professor

a. Must hold a terminal degree in area of specialty; and must have six years as Associate Professor, of which three years must be at Radford University; and must have made at Radford University significant contributions in his or her field, including exemplary teaching.

Faculty are eligible to apply for promotion during the year when they are completing the applicable minimal criteria. Recognition will be given to the fact that for a few fields the prevailing terminal degree is not the doctorate. In such cases the terminal degree or combination of degrees or certificates will be based on the guidelines of the appropriate national accrediting organization.

Upon positive recommendations of the Department Promotion Committee, the Department Chair, the College Dean, the Provost, and the approval of the President, time spent on professional leave may count towards promotion. Time spent on personal leave will not count towards promotion. Graduate Teaching Assistantships are not counted toward full-time service.

Tenured and tenure-track faculty in administrative and professional positions may be considered for promotion; the same minimum criteria would apply.

Exceptions to the above minimal criteria may be made in cases of exceptional merit upon positive recommendation by the Department Chair, the Department Promotion Committee, and the College Dean and the approval of the Provost.

The highest held degree must be in an area appropriate to the specialized field of teaching.

1.6.1.2 Other Criteria for Faculty Promotions

Each department must give each faculty member the Department and College criteria for faculty promotions upon hiring and upon any changes to such policies. In reappointment and annual evaluation letters from the Department Chair and the Department Personnel Committee, statements must be made as to the progress of the faculty member towards promotion. Prior evaluations and reappointment recommendations must be used in promotion decisions.

1.6.2 Procedures for Recommending Promotions

1. All deadlines for promotion consideration and appeals procedures will be established each year and communicated in writing to all faculty at the beginning of the Fall Semester in the University's Time Schedule for Personnel Decisions.

2. The faculty member shall initiate an application for promotion to the Department Chair and shall provide supporting documentation which must include a statement justifying promotion, evaluations of the faculty member from the Department Chair from the past six years including a summary of students evaluations and peer evaluations (if applicable), current curriculum vita, and any additional information appropriate to support a recommendation for promotion. The Department Chair shall submit the faculty member's application and documentation to the Chair of the appropriate Department Promotion Committee.

   If the candidate is the Department Chair, the application shall be submitted directly to the Chair of the Department Personnel Committee and all subsequent duties of the Department Chair in Section 1.6.2 shall be omitted. The Chair of the Department Personnel Committee shall communicate directly with the Dean.

3. After a thorough evaluation of the candidate's documentation, the Department Promotion Committee shall make its written recommendation on the application for promotion, including detailed justification on the basis of the candidate's Teaching, Professional Contributions, and University Service, to the Department Chair. The Department Promotion Committee shall provide a copy of its recommendation and justification to the candidate.

   A minority report may be written if the Promotion Committee's recommendation concerning promotion is unacceptable to a minority of the committee members. A minority report is seen as an exception rather than standard procedure and shall include a justification for its creation. The minority report shall be signed and submitted as a separate document, and shall be included with the Promotion Committee's recommendation. A copy shall be sent to the candidate.

4. After receipt of the Promotion Committee's recommendation, the Department Chair shall make his or her own written recommendation, including detailed justification on the basis of the candidate's Teaching, Professional Contributions, and University Service, and shall forward this, along with the recommendation and justification from the Department Promotion Committee, to the Dean of the College. The Department Chair shall provide a copy of his or her recommendation and justification to the candidate and the Department Promotion Committee.

5. The College Dean shall review the recommendations of the Department Promotion Committee and the Department Chair and forward these recommendations to the Provost along with his or her own written recommendation, including justification. The Dean shall provide a copy of his or her recommendation and justification to the candidate, the Departmental Promotion Committee, and the Department Chair.

   In the event that a negative recommendation is submitted by the Promotion Committee or the Department Chair or the College Dean, the candidate shall have the right to submit a written response to the next higher level or to appeal any one of those decisions. The Faculty Appeals Committee, upon appropriate and timely request from the candidate, shall have jurisdiction. That Committee shall report its recommendations on appeals to the Provost.

6. The Provost shall make his or her recommendation to the President. The Provost shall provide a copy of his or her recommendation to the candidate, the College Dean, the Department Chair, and the Department Promotion Committee.

If the recommendation of the Provost is negative, he or she shall so inform the candidate, furnishing the copy of his or her recommendation, including justification, at least one week before the deadline to submit an appeal to the Faculty Appeals Committee. Upon appropriate and timely request from the candidate, the Faculty Appeals Committee shall have jurisdiction. If on appeal from the faculty member, the Faculty Appeals Committee disagrees with the recommendation of the Provost, the report of the committee shall be sent to the President.

7. The President shall make his or her decision.

   If the Provost recommends positively and the decision of the President is negative, the President shall so inform the candidate, furnishing the copy of his or her decision, including justification.

The composition and responsibilities of Promotion Committees are given in section 4.2.3.4 of this Handbook.

Faculty members shall maintain material they submitted for tenure and promotion decisions intact for a period of two years.

1.7 TENURE

A decision to grant tenure is an affirmative decision and is available only to tenure-track faculty, College Deans, the Provost, and the President of the University.

Faculty members are only eligible for tenure at the conclusion of a probationary period. That probationary period, for all instructor and professorial ranks at Radford University, shall be six years. Should a tenure-track faculty member be approved for an Externally Funded Professional Leave, the time period of the leave shall be included in the probationary period for tenure. Should a tenure-track faculty member take a Professional Leave Without Pay, the time period of the leave shall be included in the probationary period only with the recommendation of the Department Personnel Committee, the Department Chair, and the College Dean, and approval by the Provost. Should a faculty member take Personal Leave, the time period of the leave shall not be counted in the probationary period for tenure.

Faculty hired on a full-time temporary basis are not eligible for tenure. Should a full-time temporary faculty member later be hired to a tenure-track position, the faculty member will be offered the opportunity to count his or her continuous and uninterrupted prior service as a full-time temporary faculty member at Radford University as part of the probationary period. Faculty hired on a part-time basis shall not be eligible for tenure. Should a part-time faculty member later be hired to a tenure-track position, previous part-time service shall not be counted as part of the probationary period.

A tenure-track faculty member who held a previous tenure-track appointment, or an appointment as a visiting professor at another accredited institution after completing the terminal degree in his or her field, will be offered the opportunity to count up to a total of two years of prior service credit as part of the probationary period at Radford University. A faculty member who held a previous tenure-track appointment, or an appointment as a visiting professor at another accredited institution, and who is hired as a Department Chair at Radford University will be offered the opportunity to count up to a total of three years of prior service credit as part of the probationary period at Radford University. The faculty member's decision to count or to waive credit for prior service will be made at the time of initial hiring.

When a faculty member's previous experience and/or extraordinary contributions warrant such action, tenure may be awarded upon appointment. This can occur, though, only with the recommendation of the Department Personnel Committee and the Chair of the department in which the faculty member seeks appointment.

1.7.1 Criteria for Tenure

When applying for tenure, faculty members shall provide documentation of their contributions in the areas of Teaching, Professional Contributions, and University Service. (See section 1.4.1.2 of this Handbook for the descriptions of the pertinent activities for each of these three areas.) Other criteria for tenure include the projected need for the individual's expertise within the department, professional cooperation with colleagues within the department, college, and institution; and positive contributions to the development of the objectives of the department, college, and institution.

Departments set standards for each of these areas based on the nature of their disciplines, consistent with University guidelines. Department chairs are responsible for communicating to faculty members criteria regarding the granting of tenure. This responsibility shall be carried out on the appointment of a tenure-track faculty member and whenever changes are made in those criteria.

Department Personnel Committees are responsible for clearly communicating to each tenure-track faculty member in writing, on an annual basis as part of the Committee's recommendations for reappointment, their evaluation regarding the faculty member's progress towards tenure.

1.7.2 Procedures Governing the Granting or Denying of Tenure

1. All deadlines for tenure consideration and appeals procedures will be established each year and communicated in writing to all faculty at the beginning of the Fall Semester in the University's Time Schedule for Personnel Decisions.

2. The faculty member shall initiate an application for tenure to the Department Chair and shall provide supporting documentation which must include a statement justifying the granting of tenure, all past evaluations including a summary of students evaluations and faculty evaluations (if applicable), current curriculum vita, and any additional information appropriate to support a recommendation for tenure. The Department Chair shall submit the faculty member's application and documentation to the Chair of the Department Personnel Committee.

   If the candidate is the Department Chair, the application shall be submitted directly to the Chair of the Department Personnel Committee and all subsequent duties of the Department Chair in Section 1.7.2 shall be omitted. The Chair of the Department Personnel Committee shall communicate directly with the Dean.

3. After a thorough evaluation of the candidate's documentation, the Department Personnel Committee shall make its written recommendation on the application for tenure, including detailed justification on the basis of the candidate's Teaching, Professional Contributions, and University Service, to the Department Chair. The Department Personnel Committee shall provide a copy of its recommendation and justification to the candidate.

   A minority report may be written if the Personnel Committee's recommendation concerning tenure is unacceptable to a minority of the committee members. A minority report is seen as an exception rather than standard procedure and shall include a justification for its creation. The minority report shall be signed and submitted as a separate document, and shall be included with the Personnel Committee's recommendation. A copy shall be sent to the candidate.

4. After receipt of the Personnel Committee's recommendation, the Department Chair shall make his or her own written recommendation, including detailed justification on the basis of the candidate's Teaching, Professional Contributions, and University Service, and shall forward this, along with the recommendation and justification from the Department Personnel Committee, to the Dean of the College. The Department Chair shall provide a copy of his or her recommendation and justification to the candidate and the Department Personnel Committee.

5. The College Dean shall review the recommendations of the Department Personnel Committee and the Department Chair and forward these recommendations to the Provost along with his or her own written recommendation, including justification. The Dean shall provide a copy of his or her recommendation and justification to the candidate, the Departmental Personnel Committee, and the Department Chair.

   In the event that a negative recommendation is submitted by the Personnel Committee or the Department Chair or the College Dean, the candidate shall have the right to submit a written response to the next higher level or to appeal any one of those decisions. The Faculty Appeals Committee, upon appropriate and timely request from the candidate, shall have jurisdiction. That Committee shall report its recommendations on appeals to the Provost.

6. The Provost shall make his or her recommendation to the President. The Provost shall provide a copy of his or her recommendation to the candidate, the College Dean, the Department Chair, and the Department Personnel Committee.

   If the recommendation of the Provost is negative, he or she shall so inform the candidate, furnishing the copy of his or her recommendation, including justification, at least one week before the deadline to submit an appeal to the Faculty Appeals Committee. Upon appropriate and timely request from the candidate, the Faculty Appeals Committee shall have jurisdiction. If on appeal from the faculty member the Faculty Appeals Committee disagrees with the recommendation of the Provost, the report of the committee shall first be sent to the President.

7. The President shall make his or her decision and shall submit the names of all faculty recommended for tenure to the Board of Visitors.

If the Provost recommends positively and the decision of the President is negative, the President shall so inform the candidate, furnishing the copy of his or her decision, including justification, at least one week before the established deadline to submit an appeal to the Faculty Appeals Committee. Upon appropriate and timely request from the candidate, the Faculty Appeals Committee shall have jurisdiction. If on appeal the Faculty Appeals Committee disagrees with the decision of the President, the report of the Committee shall be sent to the Board of Visitors.

8. All decisions to grant tenure must be approved by the Board of Visitors.

Faculty members shall maintain material they submitted for tenure and promotion decisions intact for a period of two years.

1.7.3 Tenure of Persons in Administrative Positions

Because tenure is an acknowledgment of a faculty member's outstanding pedagogical, scholarly, and service abilities, the retention of tenure once gained by any person serving in an administrative or professional position shall require that these faculty continue the practice, if at all feasible, of teaching at least one course each academic year and demonstrating professional contributions.

The granting of tenure on initial appointment for faculty serving in Administrative positions shall be limited to persons serving in the positions of President, Provost, and College Deans.

A tenure-track faculty member who is appointed to an administrative or professional position may continue to work towards tenure if the following conditions are met:

a. the faculty member teaches a minimum of two classes per academic year
b. the faculty member continues to demonstrate significant professional contributions in his or her field
c. the faculty member continues to participate in University committees and other University Service contributions

The faculty member shall normally have the same six-year probationary period as required for other tenure-track faculty. However, he or she may request to extend the probationary period. If such a request is approved by the Department Personnel Committee, the Department Chair, the College Dean and the Provost, this change shall be specified in the letter of appointment to the administrative or professional position.

Persons serving in administrative or professional positions without a prior tenure-track appointment cannot acquire tenure without relinquishing their administrative assignments and assuming full-time tenure-track faculty status providing that an appropriate tenure-track position is available and that the appointment is approved in the same manner as are all other initial appointments. Years of service as a full-time administrative or professional faculty member shall not be counted as part of the probationary period. Administrators with appropriate qualifications, should their administrative assignments be terminated, may be assigned full-time teaching duties on a temporary basis with appropriate adjustments in salary and with the approval of the Department Personnel Committee and the Department Chair of the department to which the individuals would be assigned.

1.7.3.1 Tenure of a College Dean, Provost, or President

A common practice is for tenure to be awarded in an appropriate academic department concurrently with the appointment of an individual to the position of College Dean, Provost or President. Because tenure is an acknowledgment of a faculty member's outstanding pedagogical, scholarly, and service abilities and because the responsibility for effective and sound instruction and scholarship rests with the faculty, academic courtesy demands that a search committee for College Dean, Provost, or President request that finalists for these administrative positions submit supporting materials relevant to tenure (e.g., curriculum vita, copies of publications, teaching evaluations, etc.) to the search committee. The search committee should then distribute these materials to the appropriate academic departments for consideration.

For each finalist for these administrative positions, the appropriate Department Personnel Committees and Department Chairs shall supply a written recommendation, including justification, to the search committee regarding the advisability of awarding tenure. These recommendations shall be forwarded with finalists' dossiers to the Provost (in the case of a search for a College Dean), to the President (in the case of a search for a Provost) or to the Board of Visitors (in the case of a search for a President).

1.7.4 Extending the Tenure Clock

A tenure-track faculty member may request an extension of the agreed upon probationary period when extenuating circumstances are projected to impede significantly normal progress. Such circumstances might include but are not limited to childbirth, adoption, care of terminally ill immediate relative, personal trauma, short-term disability as defined by the Virginia Sickness and Disability Program, natural disaster, major accidents, or other circumstances beyond the control of the candidate. Extensions may also be granted for public or appointed university service. Application for extensions must be made within one year of the onset of the extenuating circumstances.

The faculty member’s prior annual reviews shall be considered in making the decision about the extension of the initial probationary period. In no case shall an extended probationary period be granted based solely on lack of progress toward work plan goals.

Written approval of the extension by the appropriate dean and the provost is required. All extensions of the initial probationary period shall be entered in writing in the faculty member's personnel file. In no case shall such an extension of probationary period exceed 2 years exclusive of extensions for leave or extenuating circumstances described above.

1.8 FACULTY APPEALS

Radford University recognizes the need for an appeal procedure for faculty who allege they have suffered direct material, professional injury as a result of recommendations or decisions related to evaluation, reappointment, tenure, or promotion. Appeals may be based on decisions or actions made by departmental agencies (Department Personnel Committee, Promotion Committee, Department Chair, or Director) or university agencies (Dean of the College, Provost, or the President of the University) that allegedly represent a misinterpretation or misapplication of existing policy, procedure or regulation. The appeals process is not intended to provide a means of challenging the merits of policies, procedures, or regulations; or for reviewing the merits of a decision or action; or for providing a new conclusion in the place of the original decision maker's decision. On appeal of any recommendation or decision, the task is to determine whether or not the recommendation or decision in question was made properly, pursuant to the appropriate policies and procedures, and that it was not made on impermissible grounds, or arbitrary and capricious.

1.8.1 Definitions

For these procedures, an appeal is defined as a complaint regarding recommendations or decisions relating to evaluation, reappointment, tenure or promotion that directly and adversely affect the professional well-being of a member of the Teaching and Research Faculty.

1.8.2 Matters Open to an Appeal

The following matters are open to an appeal through these procedures:

- recommendations or decisions related to merit pay
- recommendations or decisions related to evaluations
- recommendations or decisions relating to non-reappointment, including those resulting from post-tenure review
- recommendations or decisions relating to tenure
- recommendations or decisions relating to promotion
- recommendations or decisions relating to termination for cause

1.8.3 Bases for Appeals

Appeals must be based on a clearly identifiable violation of policies, procedures or regulations. They are typically based on, but not necessarily limited to the following:

- violation of academic freedom
- violation of constitutional or statutory rights, including due process
- misinterpretation or incorrect application of a policy or procedure or practice stipulated in the Teaching and Research Faculty Handbook

1.8.4 Composition of Faculty Appeals Committees

The Faculty Appeals Committee shall consist of ten elected tenured faculty members. Representation is as follows: three representatives elected from the College of Humanities and Behavioral Sciences, one from the College of Business and Economics, one from the College of Education and Human Development, one from the College of Visual and Performing Arts, two from the College of Science and Technology, and one from the Waldron College of Health and Human Services. One faculty member will be elected at-large by the University faculty.

One alternate member shall be elected to the committee from each college. Colleges should establish procedures to ensure that the alternate is not from the same department as the elected member who may temporarily be replaced. Alternates should be those faculty who received the second highest number of votes and are members of a Department other than that in which the committee member elected serves. One alternate member shall be elected for the at-large faculty representative. This shall be the faculty who received the second highest number of votes in the at-large election and who is a member of a department other than that in which the elected at-large member serves.

No member may be elected to serve concurrently as principal or alternative on both the Faculty Appeals Committee and the Faculty Grievance Committee. Elected members and alternates will serve three-year terms. The terms should be staggered so that each year one-third of the members are elected. Members may serve more than one term. At the beginning of the fall term of each academic year, the President of the Faculty Senate shall designate the convener of the Faculty Appeals Committee from among the elected members of that committee. The Faculty Appeals Committee shall elect its own chair.

No committee member shall participate in any deliberations when the appellant is a member of her or his department. Nor may a committee member serve as an appellant's advocate in any matter brought before the committee. In addition, a committee member may excuse himself or herself or may be excused by the Chair of the committee from participation in proceedings any time there is a conflict of interest, a potential conflict of interest or even the appearance of a conflict of interest. In such cases, the member will be temporarily replaced by the alternate from her or his college. In the event there is disagreement between a committee member and the committee Chair as to whether or not the committee member should be so excused, the matter will be resolved by vote of the committee.

1.8.5 Appeals Procedures

When a member of the teaching and research faculty considers initiating an appeal, that faculty member should consult the procedures posted on the Faculty Senate website to determine the correct procedure for filing the appeal. The Committee shall report its findings and make its recommendations to the Provost. If the appeal is of the Provost for Academic Affair's recommendation, the Committee shall report its findings and make its recommendations to the President of the University. The decision of the President is final.
It is incumbent upon appellants to ensure that they adhere to the University's Time Schedule for Personnel Decisions or request in writing an adjustment to the schedule. For matters that are not covered under the University Time Schedule for Personnel Decisions, it is the responsibility of the appellant to initiate an appeal within thirty (30) calendar days of the time when he or she knows or should have known of the act or action that is the basis for the appeal. Exceptions to this time limitation may be made by the Committee, with the agreement of the faculty member, when the Committee determines that there is just cause for such an exception. Such exceptions shall be reported to the Provost. Failure to abide by these time lines shall result in the loss of the right to appeal.

Recommendations of the committee not in the appellant's favor may be appealed to the next higher level, up to the President.

1.8.6 Committee Procedures

All hearings and deliberations by the Faculty Appeals Committee will be conducted with strict confidentiality.

Except to the extent directed herein, the Committee shall establish its own procedures for hearing appeals. The Committee's procedures must be posted on the Faculty Senate website. Any changes to the procedures must be posted on the Faculty Senate website not less than 30 days before their effective date.

1.9 FACULTY GRIEVANCES

Whenever possible, faculty members should seek to resolve their concerns or complaints through informal communication among colleagues working together in the academic community. Accordingly, a faculty member who has a concern or complaint is encouraged to take it to his or her immediate supervisor in the normal collegial spirit of problem-solving. Further, the faculty member might seek mediation through the offices of the appropriate Dean. However, such informal resolution is not always possible. Therefore, Radford University has established the following procedures to provide its teaching and research faculty a means to address and resolve grievances as fairly as possible.

1.9.1 Definition

For these procedures, a grievance is defined as a complaint regarding an employment matter directly and adversely affecting the professional well-being of a member or members of the teaching and research faculty, which is not related to evaluation, reappointment, tenure, or promotion, and is not covered by other University policies, procedures or regulations.

1.9.2 Matters Open to a Grievance

Grievances may include but are not necessarily limited to:

- punitive or disciplinary actions
- teaching assignments and teaching loads
- disputes with faculty and administrative colleagues

1.9.3 Bases for Grievances

Grievances must be based on a clearly identifiable violation or misapplication of University policies or procedures. These include but are not necessarily limited to the following:

- violation of academic freedom
- violation of constitutional or statutory rights, including due process
- misinterpretation, incorrect application of a policy or procedure or practice stipulated in the Teaching and Research Faculty Handbook

1.9.4 Matters Not Open to a Grievance

While a faculty member may file a grievance regarding the violation, misapplication or misinterpretation of published or otherwise stated University policies and practices, such policies and practices are themselves not open to a grievance. Matters that may not be made the subject of a grievance include:

- those items falling within the jurisdiction of other University policies and procedures (such as appeals and sexual harassment)
- the substance (as opposed to the application) of policies and procedures appropriately established by the University administration or the University governance system: e.g. personnel policies, procedures, rules, regulations, ordinances and statutes
- the routine assignment of University resources (e.g. space, operating funds, parking)
- normal actions taken or recommendations made by administrators or committee members acting in an official capacity in the appeals process.

1.9.5 Composition of Faculty Grievance Committee

The Faculty Grievance Committee shall consist of ten elected tenured faculty members. Representation is as follows: three representatives elected from the College of Humanities and Behavioral Sciences, one from the College of Business and Economics, one from the College of Education and Human Development, one from the College of Visual and Performing Arts, two from the College of Science and Technology, and one from the Waldron College of Health and Human Services. One faculty member will be elected at-large by the University faculty.

No member may be elected to serve concurrently on both the Faculty Appeals Committee and the Faculty Grievance Committee.

No committee member shall participate in any deliberations when the grievant is a member of her or his department. Nor may a committee member serve as a grievant' s advocate in any matter brought before the committee on which that member is actively serving. In addition, a committee member may excuse himself or herself or may be excused by the Chair of the committee from participation in proceedings any time there is a conflict of interest, a potential conflict of interest or even the appearance of a conflict of interest. In such cases, the member will be temporarily replaced by the alternate from her or his college. In the event there is disagreement between a committee member and the committee Chair as to whether or not the committee member should be so excused, the matter will be resolved by vote of the committee.

Elected members and alternates will serve three-year terms. The terms should be staggered so that each year one-third of the members are elected. Members may serve more than one term. One alternate member shall be elected to the committee from each college. Colleges should establish procedures to ensure that the alternate is not from the same department as the elected member who may temporarily be replaced. Alternates should be those faculty who received the second highest number of votes and are members of a Department other than that in which the committee member elected serves. One alternate member shall be elected for the at-large faculty representative. This shall be the faculty who received the second highest number of votes in the at-large election and who is a member of a department other than that in which the elected at-large member serves.

At the beginning of the Fall term of each academic year, the President of the Faculty Senate shall designate the convener of the Faculty Grievance Committee from among the elected members of that committee. The Faculty Grievance Committee shall elect its own chair.

1.9.6 Grievance Procedures

When it becomes necessary for a member of the teaching and research faculty to initiate a formal grievance procedure, that faculty member should consult the procedures posted on the Faculty Senate website to determine the correct procedure for filing the grievance. The Committee shall report its findings and make its recommendations to the Provost. If the grievance is of the Provost for Academic Affair's actions, the Committee shall report its findings and make its recommendations to the President of the University. The decision of the President is final.

It is incumbent upon grievant to ensure that they adhere to the University's Time Schedule for Personnel Decisions or request in writing an adjustment to the schedule. For matters that are not covered under the University Time Schedule for Personnel Decisions, it is the responsibility of the grievant to initiate the grievance within thirty (30) calendar days of the time when he or she knows or should have known of the act or action that is the basis for the grievance. Exceptions to this time limitation may be made by the Committee, with the agreement of the faculty member, when the Committee determines that there is just cause for such an exception. Such exceptions shall be reported to the Provost. Failure to abide by these time lines shall result in the loss of the right to file a grievance.

Recommendations of the committee not in the grievant' s favor may be appealed to the next higher level, up to the President.

1.9.7 Committee Procedures

All hearings and deliberations by the Faculty Grievance Committee will be conducted with strict confidentiality.

Beyond compliance with confidentiality and other procedural matters specified in this document, the Committee shall establish its own procedures for hearing grievances. The Committee's procedures must be posted on the Faculty Senate website. Any changes to the procedures must be posted on the Faculty Senate website not less than 30 days before their effective date.

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1.11 SALARY RECOMMENDATIONS

1.11.1 Faculty Merit Increases

In those years in which merit increases in salary are available, the Department Chair shall make salary merit increase recommendations in writing on the basis of each faculty member's evaluation for the previous academic year and funds available to the department for salary increments. The Dean shall review the Chair's merit increase recommendations and forward the recommendations to the Provost. If the Dean objects to a recommendation he or she shall set forth written reasons for the objection and give the Chair a copy of the objections, along with his or her salary recommendations. The salary recommendations and any written objection from the Dean are then forwarded to the Provost along with the Chair's evaluations and salary recommendations. The Provost shall review these recommendations, providing written justification for any disagreement, and forward them to the President.

1.11.2 Chairs Merit Increases

The college dean shall make merit increase recommendations for department chairs on the basis of evaluations for the previous academic year from both the Personnel Committee and the Dean. The Provost shall review the Dean's recommendation, providing written justification for any disagreement, and forward it to the President.

1.12 LEAVES OF ABSENCE

Faculty members may request professional and personal leave. Professional leave allows faculty members to undertake professional development or public service opportunities. Personal leaves allow faculty time to address urgent medical, personal, or family matters that prevent full attention to academic and scholarly duties.

1.12.1 Professional Leaves

It is the intent of Radford University to provide faculty opportunities to engage in advanced study, research, creative and/or other scholarly activities that will enhance their competencies as teachers/scholars and better prepare them to fulfill their teaching and other professional obligations to the University. The University encourages the judicious use of professional leave in pursuit of professional development.

Accordingly, the University has developed policies which permit eligible faculty members to qualify for professional leaves. Professional leaves are not intended for completion of advanced degrees, but personal leaves may be used for that purpose.

1.12.1.1 Faculty Professional Development Leaves

The Faculty Professional Development Leave program is designed to provide leave equivalent to one semester to support and enhance scholarly activities, teaching, research, and/or artistic ability. To be eligible for Professional Development Leave faculty members must be tenured with seven years of prior university service prior to the time at which the leave will begin or have completed seven years of service prior to the time at which the leave will begin since a previous Faculty Professional Development Leave. Time spent on Faculty Professional Development Leave is not considered in compiling minimum service requirements for future leave.

The awarding of Faculty Professional Development Leave is subject to the availability of University funds and the ability of the department or school, in the absence of the requesting faculty member, to meet its teaching and other obligations without undue burden on department faculty. Such leaves are awarded based on applications from all interested, eligible faculty; review and recommendations from a standing committee; and approval by the Provost.

A faculty member may take one semester leave at full pay or two semesters of leave at half-pay, with full fringe benefits. Recipients of a Faculty Professional Development Leave may receive additional compensation from other approved sources up to a total equal to their annual salary from the University if approved in advance by the Provost. They may also obtain additional funds from external sources to cover expenses for travel, research and secretarial assistance, and the purchase of relevant materials. Engagement in consulting activities shall be consonant with existing University policy. Specific arrangements must be approved by the Department Chair, the College Dean, and the Provost. The Chair of the Department Personnel Committee shall serve as substitute if the applicant is the Department Chair.

Faculty Professional Development Leave is granted with the expectation that the increased competence of the recipient will also benefit the University. The faculty member must, therefore, upon completion of his or her leave, return to full-time service with the University for a period equal to the period of leave, or repay the University the full amount paid to the faculty member during the leave.

A written report describing accomplishments while on leave must be submitted by the faculty member to the Department Chair, Dean, Chair of the Faculty Professional Development Leave Committee, and the Provost with his or her Faculty Annual Report or within three months of return from leave. The Chair of the Department Personnel Committee shall serve as substitute if the applicant is the Department Chair.

Time spent on Faculty Professional Development Leave will count towards qualification for promotions.

1.12.1.2 Extended Professional Leave

Extended Professional Leave may be granted to allow tenured, tenure-track, and special purpose faculty members to undertake activities such as seeking nationally recognized fellowships (for example, Fulbright, Guggenheim, Woodrow Wilson and ACLS Fellowships), serving as Visiting Professors at other institutions, providing public service, chairing national committees, assuming an elected office of a professional organization, and other similar professional activities. Such leaves may be granted with partial pay or without pay. In cases of leaves granted with partial pay, the total of the fellowship award or external remuneration (excluding remuneration for specific expenses incurred, such as moving expenses) and the partial pay provided may not exceed the faculty member's salary. Such leaves must be approved by the Provost based on the recommendations of the Department Chair and the Dean based on the purpose of the leave, the proposed activity, and departmental needs. The period of the leave shall not normally exceed one academic year; however, the leave may be extended for a second year with the recommendation of the Department Chair and the Dean, and approval from the Provost. Extension of such leaves beyond two academic years is possible only in extraordinary circumstances.

For all Extended Professional Leaves granted with partial pay, a written report describing the accomplishments while on leave must be submitted by the faculty member to the Department Chair, Dean, and Provost with his or her Faculty Annual Report or within three months of return from the leave.

Upon the recommendation of the Department Chair and Dean, and the approval of the Provost, time spent on externally funded professional leave will count towards promotion, but will not count towards the tenure probationary period.

1.12.2 Personal Leaves

1.12.2.1 Administrative Leave

If a full-time faculty member is called for jury duty, subpoenaed, or summoned to appear in court, this absence may be charged to administrative leave, except when he or she is a defendant in a criminal case or a plaintiff in a civil suit. Faculty members will be granted administrative leave to attend work-related hearings as a witness under subpoena. Administrative leave may also be used when called to serve on councils, commissions, boards, or committees of the Commonwealth.

Administrative leave must be requested before it is taken. Faculty members will receive full pay for administrative leave, provided a copy of the subpoena or other supporting document accompanies the leave report. Administrative leave will not be granted for more time than is actually required for the purpose for which it is taken.

1.12.2.2 Military Leave

Military leave is available to faculty members holding full-time, salaried appointments. Qualifying faculty members are eligible for leave with pay for up to 15 work days in a federal fiscal year (October 1 through September 30) for military duty, including training, if they are members of any reserve component of the Armed Forces or the National Guard. Pay for more than 15 work days in a single tour of duty is prohibited even when that tour encompasses more than one federal fiscal year.

To qualify for military leave, faculty members must furnish copies of their orders or other documentation with their leave report. Employees granted military leave are also credited for their usual sick leave accrued during that time and may receive up to 24 months of group life insurance coverage.

1.12.2.3 Sick Leave

Full-time, salaried faculty may use sick leave for absences related to conditions that prevent them from performing their duties. These conditions include illness, injury, or health problems related to pregnancy or childbirth. A faculty member may be asked, in the case of an illness or injury, to provide his or her department chair with a physician's statement. When the circumstances are known in advance, such as in the case of scheduled surgery or child birth, a faculty member should give his or her department chair advance notice.

Traditional Sick Leave Program
The traditional sick leave program is available to 1) faculty hired prior to January 1, 1999, who participate in the Virginia Retirement System and elected not to participate in the Virginia Sickness and Disability Program, and 2) teaching faculty who participate in the Optional Retirement Plan. The traditional sick leave program is also available to administrative and professional faculty hired after January 1, 1999, who elects VRS and disability coverage under an "employer-sponsored plan." The Radford University "employer-sponsored plan" is an employee-paid, long-term disability policy provided by an independent insurance carrier through a contractual agreement with the University.

Under the traditional sick leave program, full-time, salaried faculty teaching nine months earn twelve days (96 hours) of sick leave per academic year. A faculty member working less than nine months will have sick leave prorated in relation to the number of months worked**.** The amount of unused sick leave that may be accumulated is unlimited.

Six sick days (48 hours) per calendar year may be used for family illness or death, with a maximum of three consecutive days (24) hours per incident. When approved for Family and Medical Leave, faculty may also use up to one-third of their sick leave held at the beginning of the Family and Medical Leave period for the illness of a family member and the birth or adoption of a child.

Virginia Sickness and Disability Program (VSDP)
VSDP is available to 1) faculty hired prior to January 1, 1999, who participate in the Virginia Retirement System and elected to participate in VSDP, and 2) faculty hired after January 1, 1999, who participate in the Virginia Retirement System. Faculty participating in the Optional Retirement Plan cannot participate in VSDP.

Under the VSDP, faculty will be credited with 8 to 10 workdays of sick leave on January 10 each year. Sick leave is granted based on the length of employment as shown below. Sick leave balances are not carried forward from year to year.

Current Employees		**New Employees**	
Months of State Service	Sick Leave Hours/Days	Employment Begin Date	Sick Leave Hours/Days
Less than 60	64 (8 workdays)	1/1 - 6/30	64 (8 workdays)
60 to 119	72 (9 workdays)	7/1 - 12/31	40 (5 workdays)
120 or more	80 (10 workdays)		

Note: When approved for Family and Medical Leave, faculty may also use up to one-third of their sick leave hours held at the beginning of the Family and Medical Leave period for the illness of a family member and the birth or adoption of a child.

In addition to sick leave, faculty receive up to five days of family and personal leave on January 10 each year. Faculty may use family and personal leaves of absence for personal and family reasons as well as for personal illnesses or injuries. Family and personal days are granted based on the length of employment as shown below. Family and personal leave balances are not carried forward from year to year.

Current Employees		New Employees	
Months of State Service	Family Leave Hours/Days	Employment Begin Date	Family Leave Hours/Days
Less than 60	32 (4 workdays)	1/1 - 6/30	32 (4 workdays)
60 to 119	32 (4 workdays)	7/1 - 12/31	16 (2 workdays)
120 or more	40 (5 workdays)		

Under qualifying circumstances, faculty are provided with income protection when they cannot work due to an accident or illness. Short-term disability benefits begin after a 7-calendar-day waiting period. Faculty are eligible for income replacement depending on their length of employment as follows:

Months of State Service	**Workdays of Income Replacement at 100%**	**Workdays of Income Replacement at 80%**	**Workdays of Income Replacement at 60%**
Fewer than 60	5	20	100
60 - 119	25	25	75
120 - 179	25	50	50
180 or more	25	75	25

Faculty who are unable to return to work after a 180-calendar-day (26-week) waiting period may qualify for long-term disability benefits at 60% of their compensation.

1.12.2.4 Family and Medical Leave

Under qualifying circumstances, federal law provides full-time faculty with unpaid, job protected leave to care for the faculty member's child after birth, placement, adoption, or foster care; to care for the employee's spouse, child, or parent who has a serious health condition; or for a serious health condition that makes the employee unable to perform his or her job. Further information on this type of leave may be obtained from the Personnel/EO Office.

1.12.2.5 Personal Leave without Pay

Tenured, tenure-track, and special purpose faculty members wishing to take personal leave without pay may request such leave from the Provost on the recommendation of the Department Chair and the Dean. The period of the leave shall not normally exceed one academic year; however, the leave may be extended for a second year with the recommendation of the Department Chair and the Dean, and approval from the Provost. The request must be made with sufficient notice to allow time to secure a qualified replacement and must include the reason for the leave. If approved, a date will be specified by which any request for extension of the leave or notification of intent not to return to the University must be received.

The University will not provide fringe benefits during a leave without pay, but the faculty member should consult with Personnel/EO Office to determine those benefits that may be purchased.

Time spent on personal leave without pay will not count towards the tenure probationary period or towards promotion.

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1.13 RESIGNATION AND RETIREMENT

1.13.1 Resignation of Faculty

When a faculty member wishes to resign, a letter of resignation must be submitted to the Provost through the Department Chair as early in the academic year as possible, and ordinarily not later than April 15. Faculty with teaching responsibilities are expected to complete the entire academic year. Resignation becomes effective the last day of the academic year unless otherwise requested and approved. Faculty members are given until May 31 to vacate their offices, turn in keys, and return University property.

Because faculty are paid across twelve months, there is a balance owed faculty for the pay periods between May and August. Faculty who are not returning may make arrangements for an early pay-out of the amounts due them, but are not required to do so.

1.13.2 Retirement of Faculty

Faculty members must contact the Personnel/EO Office to file for retirement. To allow adequate time for processing the necessary paperwork, notification is needed at least four months in advance of the planned retirement date. As a courtesy, faculty planning to retire should so inform the Dean of the faculty member's college as early as possible.

Retirement of faculty with academic-year contracts becomes effective the last day of the academic year unless otherwise requested and approved. Faculty members are given until May 31 to vacate their offices, turn in keys, and return University property.

Because faculty are paid across twelve months, there is a balance owed faculty for the pay periods between May and August. Faculty who are not returning may make arrangements for an early pay-out of the amounts due them, but are not required to do so.

1.14 STANDARDS OF CONDUCT, SANCTIONS, AND TERMINATION FOR CAUSE

All faculty members are expected to fulfill their professional obligations, to maintain professional and ethical standards befitting their profession, and to uphold the rules and policies of the University and state and federal law. A faculty member failing to comply with the above may be considered subject either to sanctions or, in extreme cases, to termination for cause.

Faculty members are expected to conform to high standards of professional ethics in their scholarly presentations, publications, and creative activities. They must acknowledge the source of information obtained through reading and research that is not common knowledge. When scholarly products are the result of a collaboration or group effort, the contribution of each participant including students should be identified. This may be accomplished by listing individuals as coauthors when appropriate and/or identifying their specific contributions in the preface, a footnote, or an appendix. Formal association with the project such as headship of the laboratory where no direct research is involved would be noted for what it is.

1.14.1 Sanctions

Sanctions are designed to protect the rights of faculty members, especially with regard to due process, and to assure compliance with University expectations regarding professional obligations, ethical and professional standards; with University rules and policies; and with public law. The sanctions are described below in order of their gravity and apply to all teaching faculty. Except in extreme situations, sanctions shall not be imposed without prior informal discussions between the faculty member and the authority contemplating sanction in order to provide opportunity for a resolution without further action.

1. Written Warning
   A written warning is issued when there is substantial evidence that a faculty member's behavior is of such a

nature that it reflects unfavorably upon the department or University, or on the faculty member's professional status.

a. The Department Chair, appropriate College Dean, and Provost are authorized to issue written warnings.
b. The written warning shall include a description of the unacceptable behavior, those actions necessary to correct or eliminate the problem, a reasonable time limit within which those actions must be taken, and the consequences of failure to take those actions. A copy of the written warning shall be kept by the College Dean.
c. The faculty member is permitted to file a grievance of a written warning to the Faculty Grievance Committee. The Faculty Grievance Committee shall write a written report informing the faculty member and the persons(s) signing the written warning of the Committee's findings and recommendations.

2. Suspension

Suspension is intended to be invoked only in extreme cases involving allegations of serious misconduct or the threat of harm to members of the University community.

a. If suspension is imposed it is without loss of pay. It occurs when a faculty member's misconduct or charges of misconduct is of such a nature that immediate suspension is warranted to protect the interests of the University, other faculty members, students, or members of the University community. This may include being withdrawn from classrooms, being barred from specified facilities, or being barred from the campus.
b. The appropriate College Dean or Provost is authorized to impose this sanction; however the Provost must determine the length of the suspension period.
c. A suspended faculty member may appeal his suspension to the President of the University. If an appeal to the President is requested, the Faculty Grievance Committee must be allowed to deliberate and offer their recommendation whether or not to reinstate before any further action is taken. Their decision and justification for it shall be written and presented to the faculty member and to the President.
d. The President has the final authority and will decide whether to lift the suspension of the faculty member.

1.14.2 Termination for Cause

1.14.2.1 Bases for Termination

Employment of a faculty member, regardless of tenure status, may be terminated for cause. Cause for termination includes:

- Professional incompetence
- Failure to perform specified and required professional duties after a written warning
- Serious misconduct of a professional, ethical, or legal nature
- Moral turpitude
- Physical incapacity or medical disability which prevents performance of essential functions of the job even with accommodations

Preceding initiation of the procedure for dismissal for cause of a faculty member with tenure, or with a special or probationary appointment before the end of the specified term, an inquiry by the Faculty Appeals Committee will be conducted. The Faculty Appeals Committee may determine whether in its opinion dismissal proceedings should be undertaken, without its opinion being binding upon the President. If such a determination is made, both the faculty member and President will be advised in writing of the opinion.

The President has final authority to decide whether the termination procedure will begin and is the sole initiator.

1.14.2.2 Termination Procedure

During the Termination Procedure there will be no loss of pay to the faculty member. Loss of pay will occur only if and when employment is officially terminated for cause.

1. To initiate termination of a faculty member for cause, the President shall notify the faculty member in writing, citing the specific reason(s) and the date of termination.

2. The faculty member shall have ten workdays from receipt of the written notification to request in writing to the President a hearing by an ad hoc Hearing Committee. If no request is presented within the designated time period, the termination notice shall be final.

3. Upon receipt of a request for a hearing, the President shall establish an ad hoc Hearing Committee composed of six full-time, tenured teaching faculty members. Two members shall be designated by the President; two shall be selected by the faculty member; and the final two shall be selected by the four designated Committee members from a roster of the full-time tenured teaching faculty of the University. The full Committee shall select its chair. The selection process shall be completed within five working days, unless the President and faculty member agree that additional time is reasonable or necessary because of unusual circumstances.

4. The ad hoc Hearing Committee shall schedule a hearing within seven workdays after it is established and shall notify the faculty member, the Provost, and the appropriate College Dean of the time and place of the hearing. The University administration shall have full opportunity to present its case, and the faculty member shall have the same opportunity. At their own costs, the University and the faculty member shall have the right to have legal or academic counsel present but not participating in the presentations to the Hearing Committee. The University and the faculty member may have witnesses to testify in their behalf, and both may offer such records and written documents related to the situation as they may reasonably desire. The hearing shall not be open to the public unless requested by the faculty member. The decision of the Committee shall be by two-thirds majority and shall be based on clear and convincing evidence. At University expense, a full record shall be kept of the hearing and shall be made available to the faculty member and the President.

5. Within five workdays following the hearing, the ad hoc Hearing Committee shall present in writing its findings and recommendations to the President and to the faculty member involved.

6. The President shall give full consideration to the findings and recommendations of the ad hoc Hearing Committee. The President shall render a final decision in the matter and communicate the decision to the faculty

member.

8. The termination procedure, as described herein, shall not apply to the non-renewal of contracts of non-tenured faculty.

1.15 REDUCTION IN FORCE UNDER FISCAL EXIGENCY

The sole authority for identifying and declaring fiscal exigency rests with the Board of Visitors.

Financial exigency is understood to mean an urgent need to reorder the institution's financial obligations in such a way as to restore or preserve the institution's financial viability. The situation should be of sufficient gravity that it cannot be met by means other than salary reductions or faculty dismissals.

The University strives to maintain an appropriate and necessary balance between positions devoted to its primary missions (instruction, research, and public service) and those devoted to its support programs (e.g., the library, student services, general administration). If threatened by the possibility of financial exigency, the institution will undertake retrenchment in such a way that an appropriate balance is preserved, and the faculty, through the Faculty Senate, will be consulted in the decision-making process.

The initial process of retrenchment will not include dismissal of faculty or reduction of salaries of faculty on probationary or continuing (i.e., tenured) appointments.

Upon a declaration of financial exigency by the Board, the University may reduce its expenditures on the salaries of faculty and administrators by load reduction and/or salary adjustment. These measures should be pursued, extensively if necessary, in preference to dismissals of tenured faculty, and should be carried out in such a way that they are shared by faculty members and administrators.

Upon declaration of financial exigency by the Board, the President will form an ad hoc committee to review the budgetary situation and the President's plan for dealing with it. The ad hoc committee will be comprised of no fewer than nine members, a majority of whom will be faculty members nominated by the Faculty Senate. The committee will include at least one representative from each college. Any person who resigns from, or must otherwise discontinue his or her service on, the committee will be replaced by a new member chosen in the same manner as was the individual being replaced, and such replacement members will be so selected that each college will retain at least one representative. Within the constraints of time and circumstance, the committee will review the proposal submitted by the President and any alternative remedies that may be available, and will recommend to the President a plan of action that may incorporate reductions in force of the administrative and staff as well as the general faculty. The committee will be charged with protecting both academic freedom and, insofar as circumstances permit, the presumption of continuous employment that tenure or continued appointment bestows, and will consider as well the curricular needs and goals of the University and the effects of any anticipated actions on the future financial well-being of the institution.

1. Determination of policy. After receiving the recommendations of the ad hoc committee, the President will determine what proposed response of the University to the declared state of exigency will be offered to the Board. If the President's decision is substantially at variance with the recommendations of the ad hoc committee with specific regard to the implementation of Reduction in Force, the ad hoc committee may, by majority vote, appeal the President's actions to the Board of Visitors. In all other matters, and in cases where the President's decision to carry out a reduction in force accords with the recommendations of the ad hoc committee, no such appeal is available. The ad hoc committee will consult with the President and will receive periodic reports until the state of exigency has ended and the ad hoc committee determines that the obligations of the University to furloughed or terminated faculty have been met.

2. Implementation. Reductions in Force may be implemented either within specified programs or across the institution. Whenever a Reduction in Force is undertaken, it will be guided by the following considerations:

    a. Insofar as circumstances permit all temporary or part-time faculty members and those not holding tenured or tenure-track appointments or their functional equivalent will be retained through the then-existing term of appointment.

    b. Insofar as circumstances permit, untenured faculty holding tenure-track appointments and library and other faculty holding probationary appointments will be retained through the then-existing term of appointment. No tenure-track or functionally equivalent appointment will be terminated or interrupted unless and until all temporary appointments have been terminated. Where reductions in force of these personnel are required,

they will be implemented in ascending order of rank and of seniority within rank. Whenever possible, the University will provide notice of furlough or termination equivalent to that for non-reappointment.

c. Where reductions in force of tenured or continued-appointment personnel are required, they will be implemented in ascending order of rank and of seniority within rank. Whenever possible the University will provide at least one year's notice of furlough or termination.

3. Notification. The University will provide written notification to all faculty affected by a Reduction in Force including, (a) a statement of the basis for its action, (b) a description of the manner in which the decision in question was reached, (c) a disclosure of the information and data on which the decision makers relied, and (d) information regarding procedures available for appealing the decision.

4. Appeals. The decision to furlough or terminate a member of the general faculty because of a reduction in force may be appealed in two ways:

   a. The affected individual may appeal through the faculty grievance/appeals procedures as outlined in sections 1.8 and 1.9 of this Handbook.

   b. After consulting with the appropriate Dean and an elected committee of faculty members from the affected program, the Chair or Director of a program may appeal individual Reduction in Force decisions to the Provost on programmatic grounds.

5. Replacement and Reappointment. The University recognizes its obligation to reappoint, in a position equivalent in tenure status, salary, and teaching load, personnel who have been furloughed or terminated through a Reduction in Force insofar as circumstances permit within a reasonable period following such action. Accordingly, no probationary term personnel who have been furloughed or terminated through a reduction in force will be replaced by temporary personnel for a period of three years following that action. Similarly, no tenured or continued-appointment personnel who have been furloughed or terminated through a reduction in force will be replaced by temporary or probationary-term personnel for a period of five years following that action.

   Rather, affected members of the general faculty will be granted first refusal of positions for which they are qualified, with positions to be offered in descending order of rank and seniority within rank whenever the number of qualified personnel exceeds the number of available positions.

The University has an obligation to extend to affected faculty during these periods all health insurance benefits for which they would otherwise have qualified for the maximum period of time permitted by state law and by the terms of the benefit plans. On reaching age 70, or on declining at least one offer of employment in a position equivalent in tenure status, salary, and teaching load (as adjusted to reflect post-Reduction in Force changes in his or her department) to that which was terminated, each faculty member who was affected by a reduction in force forfeits all protections afforded by this paragraph.

For purposes of providing insurance benefits and implementing these reappointment procedures, the Provost will maintain a record of the curriculum vitae and current address of each terminated or furloughed faculty member. Terminated or furloughed faculty have an obligation to maintain the accuracy and timeliness of these records; the failure to do so will result in forfeiture of the protections afforded by this paragraph.

1.16 REDUCTION IN FORCE DUE TO PROGRAM RESTRUCTURING OR DISCONTINUANCE

In the event of program restructuring or discontinuance arising from the established internal university "Academic Program Review" process or from review by the State Council for Higher Education, the following shall guide any Reductions in Force which may result.

The University recognizes it has responsibilities to affected faculty members when a program is to be discontinued. If possible, affected faculty holding multi-year term appointments will be given at least one academic year's notice of the decision to discontinue a program. If qualified, tenured faculty will be given opportunities to join the faculties of other programs, and if appropriate, will be assisted by the institution through retraining and professional development opportunities. Procedures and safeguards will parallel those provided for dismissal in face of financial exigency as described in section 1.15.

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2.0 FACULTY PRIVILEGES AND RESPONSIBILITIES

2.1 Statement of Principles of Academic Freedom

The following statement of principles of academic freedom applies to all Teaching and Research faculty at Radford University:

A vital role of a university is to examine ideologies and institutions in an intelligent and careful manner. Academic freedom is necessary to assure faculty members the right to pursue such investigation and to express their views without fear of censorship or penalty. Such freedom must apply both to teaching and research and includes not only the rights of a teacher in teaching but the student in learning. The University defines academic freedom as:

- The right of the scholar to full freedom to discuss his/her subject;
- The right to unrestricted scholarly research and publication within the limits imposed by the acknowledgment of teaching as a faculty member's primary obligation.

2.2 Assignment of Faculty Responsibilities

The assignment of faculty responsibilities for teaching and reassigned time is the responsibility of the Department Chair or Program Director subject to approval of the Dean.

2.3 Teaching Responsibilities

For faculty members with responsibilities for advising, university service, and expectations of professional contributions, the normal teaching load is twelve (adjusted) semester hours per semester. For faculty who have no significant responsibilities other than teaching, the normal (adjusted) teaching load is fifteen semester hours per semester.

Assigned faculty teaching load reflects a variety of factors such as disciplinary norms, the number of students enrolled in classes, the number of preparations required, and the level of courses taught. Department chairs assign teaching responsibilities with the approval of the Dean.

2.4 Scholarly Activities

The University expects tenured and tenure-track faculty members to continue their professional development through research, scholarly writing, advanced study, consulting, original creative production, or joint student-faculty projects as appropriate to their disciplines. Such activities derive their importance both from the contribution they make to classroom performance and to the fact that one of the major roles of any university is the discovery or application of new knowledge, the synthesis of ideas, and other creative activities.

2.5 University Service

College faculty meetings and regular department and school meetings will be scheduled by the appropriate Deans, Department Chairs and Program Directors. Attendance at all such meetings is expected as part of the faculty member's professional responsibilities.

Tenured and tenure-track faculty members, and other faculty for whom university service is identified as a specific responsibility in their appointment, are expected to participate in the work of their departments, schools, and colleges outside of the classroom, to provide academic advising to students, and to serve in governance of the University.

2.6 Office Hours

Faculty members will provide regularly scheduled, posted office hours set by the individual instructor, subject to approval by the Department Chair or Program Director. Faculty members shall allocate a minimum of one hour of office hours for each three semester hours of scheduled teaching.

2.7 Faculty Absence

When a faculty member is absent from a scheduled class for any reason, the professor shall notify the Department Chair or Program Director prior to the scheduled absence, if the absence is anticipated. If the absence is unanticipated, the faculty member must notify the Department Chair or Program Director, who will arrange for classes to be covered. If the department chair cannot be contacted, it is the responsibility of the faculty member to notify the appropriate Dean, who will arrange for coverage.

- Full time faculty who will miss only a few classes are expected to find their own "courtesy" replacements from among department colleagues
- Part-time faculty who will miss only a few classes should ask the department chair to find a replacement.
- When a full-time faculty member has an extended illness from the beginning of the semester, temporary faculty may be hired and compensated according to standard policies
- When a full-time faculty member has an extended illness during a semester, another faculty member may pick up the uncovered portion of the course and be compensated on a prorated basis, or a qualified graduate student, under the supervision of a faculty member, may teach the course and be compensated either by stipend or through assistantship wages.
- When a part-time faculty member has an extended illness, his or her salary will be adjusted accordingly
- When a faculty member returns after an extended illness, the Department Chair shall work with the faculty member to facilitate the transition back to full-time service.

Teaching and Research Faculty are not required to report to work when classes are canceled due to inclement weather. During periods of inclement weather, when the University is open, faculty are expected to make every effort to meet classes. If a faculty member is not able to make it to campus or must leave campus in order to make it home safely due to weather conditions, the Department Chair or Program Director must be notified and every effort must be made to provide a substitute or to inform students.

2.8 Class Administration

Faculty should meet all classes at the time and place indicated in the schedule of classes unless approval to change has been granted in advance by the Department Chair or Program Director and the Dean. No classes are to be added or dropped except by the approval of the Chair or Program Director or Dean.

Faculty members will inform students, orally and in writing, of their course requirements, attendance, and grading policies during the first week of the semester. Students must be provided the opportunity to examine and discuss with their professor written examinations and other materials used in the grading process.

Original works prepared at student expense must be made available to the student at the conclusion of the semester during which the work was submitted.

Student examinations, papers, projects, and other materials used in determining grades should be retained by the professor for at least one semester after the course is offered unless these materials are returned to the student. All records of student grades should be retained and turned in to the Department Chair or Program Director upon leaving the employment of Radford University. A Change of Grade Form must be completed by the instructor and approved by the Dean before a grade can be officially changed in the Registrar's Office.

2.9 Final Examinations

Faculty members are expected to give an examination or a similar summary evaluation of the students' work in each class during the scheduled exam period. No faculty member may change the time of a scheduled final examination without the permission of the College Dean. Students must take the examinations with their class at the regularly scheduled time unless prior permission for alternative arrangements is obtained from the instructor.

Lists of final grades must be submitted to the Registrar's Office as soon as possible after each final exam is given, but no later than forty-eight hours after the close of the last final examination.

2.10 Attendance at Commencement and Other Official University Functions

Faculty members are expected to participate in all spring commencements. Faculty members are also invited and encouraged to attend receptions and other official university functions, including winter commencement.

2.11 Privileges of Administrative and Professional Faculty with Academic Appointments

Administrative and Professional faculty with academic appointments include those who were awarded tenure at Radford and those who were appointed to a tenure-track position at Radford prior to appointment to an Administrative or Professional position. Such faculty maintain college and department membership, including the right to fully participate in all meetings of their college or department, the right to participate in the evaluation of the College Dean and Department Chair, and eligibility for professional development travel funds subject to the College and Departmental guidelines. With the exception of Administrative and Professional faculty who have responsibilities for personnel decisions, such faculty have the right to vote in their college's and department's meetings, subject to the same procedures applicable to all other members of the college or department.

Administrative and Professional faculty with academic appointments, except those with responsibilities for personnel decision, may serve on Department Personnel Committees subject to the same procedures applicable to all other members of the department, and may serve on Department Promotion Committees corresponding to their rank.

Tenure-track faculty who are subsequently appointed to an Administrative or Professional position at Radford may earn tenure while in their Administrative or Professional position as described in section 1.7.3 of this Handbook.

Administrative and Professional faculty with academic appointments are eligible for promotion in professorial rank as described in section 1.6 of this Handbook.

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3.0 EMPLOYMENT RELATED POLICIES

3.1 OTHER RADFORD UNIVERSITY EMPLOYMENT

3.1.1 Other University Assignments

Any employment or assignment through the university which results in additional compensation over $1,500 for full-time faculty must be approved in advance. Assignments through any unit within the University which result in total additional compensation over $1,500 annually must be approved by the Department Chair and College Dean. Assignments through grants or other sponsored programs which result in additional compensation over $1,500 must be approved by the Department Chair, College Dean, Office of Sponsored Programs, and Provost.

3.1.2 Teaching Overloads

Teaching overloads shall be authorized only in cases where a course is essential and cannot be taught by qualified adjunct faculty or a faculty member within the department except by an overload. Any teaching overloads which result in additional compensation must be approved by the Department Chair and the College Dean.

3.1.3 University Summer Employment

University summer employment for teaching and administrative activities is recommended by Department Chairs and approved by the College Dean and the Director of Summer School. Any other University summer employment shall be considered as "Other University Assignments" as described in section 3.1.1 of this Handbook.

3.2 EXTRA EMPLOYMENT

3.2.1 Purpose and Scope

It is the University policy that no full-time faculty member may engage in other employment, not in any private business or profession during their employment by the University, in a manner or to an extent that affects or is deemed likely to affect their usefulness as an employee of the University. This policy defines extra employment and establishes the reporting and application procedures to be followed by individuals seeking approval for extra employment. It identifies the criteria by which applications are to be judged.

The policy applies to all full-time faculty while they are employed by Radford University. In this context, the term full-time faculty includes all tenured, tenure track, special purpose, and full-time temporary faculty. For individuals on academic year appointments the policy applies during summer months only if and while they are employed by Radford University to teach in Summer Session.

3.2.2 Definition

The primary obligation of full-time faculty is to fulfill the duties of their positions with the University. Extra employment should in no way interfere with this responsibility. For the purpose of reporting under this policy, extra employment is defined as work with total compensation over $1,500 annually from all sources performed outside of any relationship with Radford University. Work of this nature includes all self-employment and self-initiated professional services such as consulting, workshops, seminars, conferences, institutes, or short courses accomplished for any agency other than Radford University. Participation in paid military reserve drills and other military activities is not considered extra employment under this policy.

3.2.3 Reporting Requirements

At the beginning of each academic year all full-time faculty must complete an "Extra Employment Statement." The statement will allow the individual 1) to indicate that no extra employment is anticipated during the year, or 2) to describe the extra employment anticipated and to seek approval as described below. Any changes to the information provided in this statement during the year for which it was prepared must be reported and approved in advance of the employment.

3.2.4 Approval Process

Faculty members wishing to engage in extra employment must provide the information requested on the "Extra Employment Statement" and submit it to their Department Chair for approval by the Chair, College Dean and Provost. Individuals engaging in extra employment without securing prior approval jeopardize their continued status as employees of Radford University.

The decision to approve extra employment will be based upon a judgment of whether the proposed extra employment is consistent with the individual's professional expertise, will complement teaching and scholarly development, will require excessive time, will adversely affect the individual's performance at Radford University, will have negative public relations value, or will constitute a conflict of interest under State or local laws. While there is no rigid standard for "excessive time," only in extraordinary cases will time exceeding an average of one day per week be approved. Persons whose proposed employment meets all other criteria, but would require excessive time, may discuss with the Department Chair and Dean the possibility of a reduced time appointment at Radford University for a negotiated time period.

All extra employment statements for teaching and research faculty will be kept in faculty personnel files in the office of the Provost.

3.3 CONFLICT OF INTEREST AND ETHICS IN CONTRACTING LAW

The State and Local Government Conflict of Interest Act (Code of Virginia, Sections 2.1-639.2 through 639.23) and Article 4 of the Virginia Public Procurement Act, Ethics in Contracting (Sections 11-72 through 11-80) provide the body of law applicable to all University employees. The cited code sections should be consulted by any faculty member when there is a potential conflict of interest or personal involvement in any contract. The Code may be accessed through the Internet at http://leg1.state.va.us/

Employees who have questions should consult with the Provost.

3.4 INTELLECTUAL PROPERTY

The Commonwealth, by and through the University, owns intellectual property invented or created by faculty in certain cases. The following policy provides guidance as to when the University will assert its interest in intellectual property.

3.4.1 Definitions

Throughout this policy, where appropriate, the singular form of a noun also includes the plural, the masculine gender also includes the female gender, and the term “participants” means inventors, creators or authors.

Assigned Duty
“Assigned duty” is narrower than “scope of employment,” and is an undertaking of a task or project as a result of a specific request or direction. A general obligation to do research, even if it results in a specific end product such as a vaccine, a published article, or a computer program, or to produce scholarly publications, is not a specific request or direction and hence is not an assigned duty. In contrast, an obligation to develop a particular vaccine or write a particular article or produce a particular computer program is a specific request or direction and is therefore an

assigned duty.

Significant Use of General Funds
The phrase "significant use of general funds" and the phrase "developed wholly or significantly through the use of state general funds" mean that state general funds provided $10,000 or more of the identifiable resources used to develop a particular intellectual property. A reasonable cost should be assigned to those resources for which a cost figure is not readily available, such as salary, support staff, and other equipment and resources dedicated to the creator's efforts. Resources such as libraries that are available to employees generally should not be counted in the assessment of the use of general funds.

For purposes of this policy, funds and facilities provided by governmental, commercial, industrial, or other private organizations which are administered and controlled by the university shall be considered to be funds and facilities provided by or through the university and, accordingly, constitute state general funds.

Employee
This includes full-time and adjunct faculty; classified employees; administrative staff; and students who are paid for specific work by the university. Students may be employees for some purposes and not for others. If they are paid as student assistants, for example, or given grants to do specific research, they will be employees for purposes of this policy. Students receiving general scholarship or stipend funds would not normally be considered employees for purposes of this policy.

Intellectual Property
This refers to anything or any portion of anything developed by anyone covered by this policy that fits one or more of the following categories:
- a potentially patentable machine, article of manufacture, composition of matter, process, or improvement in any of these
- an issued patent
- a legal right that inheres in a patent
- anything that is copyrightable

Net Royalties or Other Income
This refers to the total value of any property received, including cash payments, in consideration for the sale, transfer, lease, licensing or other disposition of intellectual property in which the university has an interest, after subtracting the direct and identifiable expenses of the university in developing intellectual property, securing a copyright or patent, and the direct expenses of marketing the same (excluding any indirect costs, such as overhead, from such calculation), and payment of any taxes on the same.

3.4.2 Ownership of Intellectual Property

The university has an interest in intellectual property if and only if:
- the property results from or is developed by faculty or employees acting within the scope of assigned duties; or
- the property results from or is developed wholly or significantly through the use of state general funds.

Absent a prior contractual agreement, the university will not claim an interest in intellectual property invented or created in connection with course work by students who are not university employees. When significant use by students of university facilities, personnel, or other resources is contemplated, the university may require, as a condition precedent to such use by students, that ownership of the student-developed invention or creation be reserved to the university, in whole or in part. In such cases, a written understanding regarding ownership and use of student creations or inventions should be signed by the student and the University prior to such significant use by the student of university facilities, personnel, or other resources.
All faculty, employees, students, and visitors at the university who participate, as inventors or creators, in the development of intellectual property in which the university may have an interest (as specified under section 3.4.1 of this policy), shall be responsible for prompt written notification to the administrator (see section 3.4.3 of this policy) of such participation and development. The written notification shall be a full disclosure of the type of intellectual property being developed, the identity of all persons participating in such development, and the percentage of interest, if any, claimed by each of the participants. The notification shall be signed by each participant unless

separate signed notifications are submitted addressing the same project. The participants shall furnish additional information as reasonably requested by the administrator.

The University shall claim its interest in intellectual property by written notice from the administrator to the inventors or creators. This written notice shall be made within ninety (90) days from the time written notification is received by the administrator, as specified in section 3.4.2 above. Failure of the administrator to so notify the inventors or creators that the university is claiming an interest in such intellectual property shall constitute a waiver by the university of any interest which the University might otherwise claim.

Where the University properly claims its interest in intellectual property, the inventor or creator shall be entitled to receive fifty percent (50%) of net royalties or other income accrued to the university by its sale, lease, licensing, exchange or other disposition of such intellectual property.

3.4.3 Administration of Policy

3.4.3.1 Administrator

The Vice President for Finance and Administration is hereby designated as the administrator of this policy. The administrator shall:

- Develop standards and procedures appropriate for the implementation of this policy.
- Advise the inventors and creators as to ownership of intellectual property in which the university claims an interest.
- Promptly consider all written notifications required by 3.4.2 of the policy and determine the circumstances of creation to establish whether the intellectual property is that in which the university will assert it's an interest. Such determinations shall be made within ninety (90) days by written notice to the participants.
- Determine whether to copyright a work or patent an invention in the university's name, or to waive some or all of those rights in favor of the creator or inventor.
- Determine whether the intellectual property in which the university holds an interest is marketable and, if so, take appropriate steps on behalf of the university for marketing the property, including transferring the university's rights to a Radford University foundation.
- Establish guidelines for distribution of royalties when the university and the inventors or creators share in ownership of the intellectual property.
- In consultation with the Provost, compile and submit to the State Council of Higher Education, annually, such information on its intellectual property as said Council may require.

In addition, the administrator may:

- Distribute royalties accruing to the university as a result of the implementation of this policy.
- Transfer, where appropriate, any interest which the university may possess in patents, copyrights or other intellectual property addressed in this policy while ensuring compliance with Section 23-4.4 of the Code of Virginia requiring the Governor's prior written approval for certain transfers.

3.4.3.2 Advisory Committee

A University Committee on Intellectual Property shall be established consisting of five Teaching and Research faculty members and an administrator. The five Teaching and Research faculty members shall be appointed by the Faculty Senate and the administrator shall be appointed by the Vice President for Finance and Administration. Terms of appointment shall be consistent with the university's internal governance provisions. The committee shall:

- Assist the administrator in developing standards and procedures for implementing this policy.
- Recommend amendments in this policy as needed.

3.4.3.3 Confidentiality

The contents of written notifications to the administrator by inventors and creators shall be confidential and shall not be disclosed to others within or without the university, except as may be reasonably necessary in the following situations:

- Disclosure by participants, in confidence, to legal counsel, accountants or other professionals assisting in the development or protection of intellectual property of the participants.
- Disclosure by the administrator, in confidence, to the university's legal counsel, accountants or other professionals assisting in the development or protection of intellectual property in which the university may claim an interest.
- Disclosure by the participants or the administrator, in confidence, to the University Committee on Intellectual Property or Provost as part of the dispute resolution procedures of this policy.
- Disclosure as required by judicial process, including proper pretrial discovery.
- Reporting as required by statutory reporting requirements established by the General Assembly and implemented by the State Council of Higher Education, in cooperation with the Innovative Technology Authority.

3.4.4 Dispute Resolution

In any case in which any creator or inventor of intellectual property disagrees with a decision of the administrator in respect to the ownership of intellectual property in which such persons claim an interest, or in respect to the sharing of royalties or other income accruing to the university through the sale, lease, licensing or other disposition of such property, such persons shall be entitled and obligated to pursue an administrative appeal within the university before pursuing any other legal or equitable remedy. The administrative appeal shall be conducted as follows:

- The aggrieved persons shall file with the Provost a written statement of appeal specifically identifying the nature of the dispute and specifically stating the relief requested. This statement must be filed within thirty (30) days after receipt by the aggrieved persons of written notice of the Administrator's decision which is being appealed.

- Upon receipt of such a statement of appeal, the Provost shall refer the matter to the University Committee on Intellectual Property, which shall, within thirty (30) days of the filing of the statement of appeal with the Provost, make written findings of fact and recommendations regarding resolution of the dispute, unless within such time the Administrator and the aggrieved persons acknowledge in writing that they have resolved their dispute. The committee may require, upon reasonable notice, that the aggrieved parties or the Administrator or both appear before it and provide the committee with additional information relevant to the dispute.

- Upon receipt of the written findings and recommendations of the committee, the Provost shall have fifteen (15) days to state his or her decision, in writing, to the aggrieved parties and to the Administrator. He may affirm, modify or reject any determination of the committee.

- If the Provost and the Administrator disagree, the matter shall then be referred to the President of the University who shall have fifteen (15) days to state his or her decision, in writing, to the aggrieved parties, the Administrator, and the Provost.

- The decision of the President shall be final within the University and no further administrative appeal shall be available to the aggrieved parties or to the Administrator.

3.5 FACULTY-AUTHORED WORKS

Faculty-authored works may make a significant contribution to the quality of instruction, to the professional development of the faculty member, and to the prestige of the university. However, it is the university's responsibility to monitor the selection of such works used as required or optional material in a course so that potential abuses are avoided. In the following, the term "faculty-authored work" includes any published work, in printed or electronic format, which is authored or coauthored by a member of the Radford University faculty and which generates royalties or other compensation for the faculty member.

If a work is being considered for a multiple-section course in which the faculty have agreed to use a common text or materials, and one of the faculty members is the author of one of the competing works, the selection shall be determined by secret ballot.

If a work is being considered for a single section course (or for a section of a multiple-section course in which the faculty have agreed not to use a common text), and the instructor is the author of that work, then the work must be approved by the department chair or by a committee appointed by the chair. If the author is the department chair, then the work must be approved by the Department Personnel Committee. Faculty members may submit evidence supporting the quality of the work including documentation of its use at other institutions and reviews or testimonials from other experts in that field. Documentation of such approvals shall be filed with the College Dean.

All faculty-authored works selected for use shall be reviewed at least every four years by the department chair or by a committee appointed by the chair. If the author is the department chair, then the work must be reviewed by the Department Personnel Committee. Documentation of such reviews shall be filed with the College Dean.

Subject to state law and the University’s Intellectual Property Policy, royalties from the sale of published works rightfully belong to the author. However, faculty members shall not earn profits from the sale of unpublished notes, lab exercises, photocopied manuscripts, and other materials in printed or electronic format which they require for classroom use. These include bound photocopied materials provided through a commercial copying service. In cases where the meaning of “published work" is ambiguous, the Department Personnel Committee will be responsible for determining if a particular work is a “published work” for the purposes of this policy.

3.6 FINANCIAL DEALINGS WITH STUDENTS

Faculty shall not have University related financial dealings with students. Faculty shall not sell required books, materials, and supplies for class use. Financial arrangements for faculty-student travel shall be handled by a member of the University administrative or support staff.

3.7 FACULTY TRAVEL

3.7.1 Faculty Travel Policies

All travel at university expense is governed by state regulations. Detailed travel procedures and guidelines can be obtained from the Accounts Payable Office. Colleges and individual departments may have additional travel policies that faculty should be aware of. Faculty should check with their department chairperson for details.

A "Request for Travel" form must be submitted and approved before any travel at university expenses is undertaken. Arrangements must be made through the Department Chair to cover any classes missed by a faculty member while he or she is away from campus. Conference travel, out of country travel, and travel in excess of $500 requires prior written approval by the President or his designee. All airline tickets must be purchased through the University. Faculty must submit a completed "Travel Reimbursement Voucher" within time lines specified by state regulations to be reimbursed for approved travel expenses.

3.7.2 Types of Travel

Five kinds of travel are recognized by the University:

- University travel is that undertaken by a faculty or staff member at the request of the University to conduct University business and as a representative of the University.
- Instructional travel is that required for a faculty member to carry out assigned teaching responsibilities.
- Recruiting travel expenses are those associated with the search for and interviewing of candidates for appointment to the University faculty or staff.
- Designated travel is that integral to a specific grant or University faculty development program.
- Professional travel is undertaken by a faculty or staff member to attend a conference or a workshop in the individual's discipline primarily for the purpose of advancing the person's professional career and job performance.

It is University policy to provide full reimbursement, subject to state limits, for approved University travel. Requests for University travel and for reimbursement of expenses require the approval of the College Dean or the Provost.

It is University policy to provide full reimbursement, subject to state limits, for Instructional travel. Requests for Instructional travel and for reimbursement of expenses require the approval of the Department Chair or the College Dean.

It is University policy to provide full reimbursement, subject to state limits, of expenses for Recruiting travel. Requests for Recruiting travel and for reimbursement of expenses require the approval of the Provost.

It is University policy to provide for reimbursement for Designated travel in conformance with requirements of the specific grant or program, and in any case, subject to state limits. Funds for such reimbursement will come from grant or program budgets. Requests for Designated travel and for reimbursement of expenses require the approval of the project or program director.

It is University policy to provide reimbursement for Professional travel based on college and departmental guidelines, subject to annual budget limitations. Decisions on the number of trips allowed per year per faculty member are subject to college and departmental policy and availability of funds. Funds for reimbursement will be budgeted in college and departmental accounts and may be used only for professional travel expenses. Requests for Professional travel and for reimbursement of expenses require the approval of the Department Chair and the College Dean.

3.8 Terms of Employment

For additional information regarding terms of employment, faculty should consult the Personnel Information Manual located at the Human Resources website.

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4.0 COLLEGE AND DEPARTMENTAL GOVERNANCE

4.1 College Governance

The following provisions shall apply to the College of Arts and Sciences, the College of Business and Economics, the College of Education and Human Development, the College of Visual and Performing Arts, and the Waldron College of Health and Human Services, and where applicable, the College of Graduate Studies and Research.

4.1.1 College Meetings

Each college shall meet each academic year, no later than the second week of fall classes. During the first meeting of the academic year, the college faculty shall elect a vice chairperson, and a parliamentarian. A secretary, not necessarily a member of the faculty, shall be appointed. The Dean shall preside at college meetings, or in his or her absence, the vice chairperson shall do so, except for meetings provided for hereinafter. College meetings may be called (a) by the Dean; (b) by the college faculty in a college meeting; (c) by written petition to the Dean by 10% of the college faculty; (d) by the Provost, who shall preside over such a meeting if he or she so chooses; or (e) by written petition to the Provost of 20% of the college faculty, in which case the Provost must preside over the meeting.

If submitted within 24 hours before a college meeting, any item shall be placed on the agenda at the written request of a college faculty member. New business may be introduced from the floor. At the request of 10% of members present, any vote in a meeting shall be by secret ballot. Minutes of college meetings shall be made available to all college faculty and sent to all college deans, the Provost, and the President.

4.1.2 College Membership

All faculty with teaching appointments in a college, as defined in section 1.1 of this Handbook, are members of that college.

Voting in undergraduate college meetings shall be limited to full-time Teaching and Research faculty in the college's academic units and full-time Administrative and Professional faculty having appointments within the college, with the exception of the Dean.

Voting in the College of Graduate Studies and Research shall be limited to faculty having full or associate membership in the graduate faculty and who are either a school director or department chair, or report directly to such a person.

Any additional college requirements for voting, such as attendance requirements, shall apply to all faculty with voting rights in the college.

4.1.3 Administration of Colleges

With the exception of the College of Graduate Studies and Research, the colleges of the University are composed of academic units: departments, schools (which may or may not consist of departments), and interdisciplinary programs. The chairpersons of departments and, where applicable, the directors of schools and/or interdisciplinary programs are responsible to the deans of their respective colleges for the administration of their academic units.

4.1.3.1 Roles and Responsibilities of Deans

The Deans of the undergraduate colleges, and the Dean of the College of Graduate Studies and Research, are the chief administrative officers of each college. The Dean's responsibilities are primarily:

- to lead the faculty and staff of the college in developing and delivering educational opportunities of the highest quality possible for students, consistent with the mission of the College,
- to lead the College in procuring and managing fiscal, human, and physical resources necessary to accomplish these goals,
- to represent the college, its goals and needs to other external as well as internal constituencies, and
- to promote the overall excellence and welfare of the University

Based on recommendations from the Provost, the college deans are appointed by the President, subject to annual evaluations of their effectiveness in this capacity.

4.1.3.2 Roles And Responsibilities of Associate And Assistant Deans

Associate and Assistant Deans serve at the pleasure of the Dean. The roles of associate and assistant deans are determined by the Dean of the college. The positions of Associate and Assistant Dean do not involve line responsibility for assignment of faculty activities, faculty evaluations, or recommendations on salaries, promotions, or tenure.

4.1.3.3 College Committees (in all but the College of Graduate Studies and Research)

Department Chairpersons Committee
Membership: College Dean, Associate and/or Assistant Dean(s), school directors (if applicable), department chairpersons, directors of interdisciplinary programs and persons holding comparable positions (if named to the committee by the Dean). Chaired by the Dean, this committee is the principal advisory and policymaking body in the administration of the college. It shall meet at least once each month during the regular academic year.

College Curriculum Committee
Membership: College Dean, (or her/his designee), two students with majors in the college, and one faculty member elected by each department in the college (and each school without departments, if applicable). Chaired by a member elected by the committee, this body reviews and approves course and curriculum proposals and revisions in the major and minor academic programs in the college. All proposals and revisions approved shall be forwarded to the Undergraduate Curriculum and Catalog Review Committee, and, if affecting general education, to the General Education Curricular Advisory Committee and the Curriculum Committee of the Faculty Senate; and/or, if affecting graduate curricula, to the Graduate Curriculum and Catalog Review Committee. Minutes of the committee's meetings shall be made available to all faculty in the college and sent to the Provost.

A College may elect to have a single College Curriculum Committee that considers curricular issues related to both graduate and undergraduate programs, or to have a separate Graduate College Curriculum Committee. If a College elects to have a Graduate College Curriculum Committee, the membership will be composed of the College Dean (or her/his designee), two graduate students in the college, and one graduate faculty member elected by each department in the college (and each school without departments, if applicable). Chaired by a member elected by the committee, this body reviews and approves course and curriculum proposals and revisions to the graduate programs in the college. All proposals and revisions approved shall be forwarded to the Graduate Curriculum and Catalog Review Committee. Minutes of the committee's meetings shall be made available to all faculty in the college and sent to the Provost.

Other ad hoc committees of the college may be established by the college faculty or by the Dean, the membership to be elected by the college faculty or appointed by the Dean and limited for express purposes to be described upon creation of the committee. All recommendations from such ad hoc committees shall go through the standard governance and policy making processes of the University.

4.2 Departmental Governance

The governance of departments (and schools without departments, which, along with their directors, shall be understood to be included hereinafter) shall be the responsibility of all members thereof, operating under democratic principles when making any binding department policy within the discretion of the department to make.

4.2.1 Department Meetings

Departments shall meet as needed. Faculty attendance at department meetings is a professional obligation. Department meetings are convened and presided over by the department chairperson. Minutes of department meetings shall be made available to all faculty in the department and sent to the College Dean and to the Provost.

4.2.2 Departmental Membership

All faculty with teaching appointments in a department, as defined in section 1.1 of this Handbook, are members of that department.

Voting in an academic department shall be limited to Teaching and Research faculty having full-time appointments within the department and full-time Administrative and Professional faculty having appointments within the department, with the exception of the Dean. By an annual vote of such faculty, voting may be extended for the regular academic year to adjunct faculty teaching in the department.

Any additional departmental requirements for voting, such as attendance requirements, shall apply to all faculty with voting rights in the department.

4.2.3 Administration of Departments

The chair's responsibilities include administration of budgetary, personnel, and programmatic policies for the department. All other responsibilities (e.g. curricular changes) shall devolve upon the department or committees of the department.

4.2.3.1 Roles and Responsibilities of Department Chairs and School Directors

The roles and responsibilities of Department Chairs/School Directors vary from one department or school to another. Roles and responsibilities include, but are not limited to, the following:

- provide leadership and promote excellence in teaching, scholarship, professional and university service in the department or school, college, and university consistent with each unit's strategic plan;
- represent the department or school to the university community and serve as a channel of communication on program, personnel, and budget matters;
- coordinate in consultation with the department's or school's faculty, the department's or school's academic programs, and physical facilities;
- plan and administer the department's or school's budget;
- coordinate and recommend hiring of faculty and staff;
- evaluate faculty and staff and make faculty work assignments;
- supervise staff and part-time faculty and provide an environment that, within the limitations of available resources, is supportive of faculty professional activities and goals;
- attract, retain, and assist students within the department;
- ensure that department orientation responsibilities are properly completed;
- promote a collegial work atmosphere that facilitates faculty and student achievement;
- create and maintain good relations across the entire university community; and
- advocate for faculty needs within the bounds of university and college goals and objectives.

Department Chairs and School Directors report directly to the Dean of the College.

Department chairs and school directors receive a salary supplement, approved by the President, and a reduction in teaching load. Both the salary supplement and the reassigned time vary according to the size, complexity, and internal and external variables affecting the department or school.

4.2.3.2 Other Administrative Assignments

The Department Chair may make other administrative assignments (e.g., director of graduate studies, departmental vice chairperson, internship coordinator, advising coordinator). Assignments which involve reassigned time from teaching shall require authorization from the College Dean.

4.2.3.3 Department Personnel Committee

Each department shall have a standing personnel committee, consisting of the tenured faculty in the department (excluding the Department Chair and the Dean), and chaired by a member elected by the committee. If fewer than three faculty are tenured in the department (excepting the department chairperson), the membership shall be augmented by one or more full-time, tenure-track faculty members in the department, sufficient to bring the committee membership to three, and elected for one-year terms in a department meeting. Failing this, the committee shall consist of all tenured and tenure-track faculty in that department, excepting the Department Chair.

In the consideration of tenure decisions, if the Personnel Committee consists of fewer than three tenured faculty within the department, then a separate tenure committee shall be formed consisting of all tenured full-time Teaching and Research Faculty in the department, excluding the Department Chair, and additional committee members sufficient to form a three-person committee; additional full-time tenured faculty from other departments in the University shall be selected by the Department's full-time tenured faculty, excluding the Department Chair, but subject to the written agreement of the candidate for tenure.

In the event that the full-time tenured faculty and the candidate for tenure cannot agree on one extra-departmental committee member, the department full-time tenured Teaching and Research Faculty and the candidate shall each submit two names to the College Dean, who shall randomly select one from each set to form a four-person committee. If two extra-departmental faculty are required and the full-time tenured Teaching and Research Faculty and the candidate for tenure cannot agree on the extra-departmental committee members, the tenured department faculty and the candidate shall each submit three names to the College Dean, who shall randomly select two from each set to form a five-person committee.

If three extra-departmental faculty are required, the Department Personnel Committee shall select three full-time tenured Teaching and Research Faculty from other departments in the University subject to the written agreement of the candidate for tenure. In the event that the Department Personnel Committee and candidate for tenure cannot agree on one or more extra-departmental committee members, the Department Personnel Committee and the candidate shall each submit three names to the College Dean, who shall randomly select two from each set to form a four-person committee.

The committee’s duties shall include: recruiting and recommending the hiring of all full-time faculty for the department; recommending the granting or denial of tenure; recommending reappointment or non-reappointment of non-tenured faculty; administering student evaluations of all faculty teaching for the department; evaluating the chairperson both as a faculty member and as a chairperson; and the hearing and review of student grievances against faculty teaching or advising in the department.

4.2.3.4 Department Promotion Committees

The Promotion Committee formed for making recommendations regarding the promotion of a faculty member within the department shall be composed of all faculty members within the department holding the rank sought or higher, excepting the Department Chair and any administrators involved in the promotion process.

In the event that a promotion committee within the department has fewer than three members, additional full-time Teaching and Research faculty of the appropriate rank(s), from other departments in the university, shall be selected sufficient to form a three person committee; additional faculty shall be selected by the Department's full-time tenured or tenure-track faculty of the appropriate rank(s), excluding the Department Chair, but subject to the written agreement of the candidate for promotion.

In the event that the full-time tenured or tenure-track faculty and the candidate for promotion cannot agree on one extra-departmental committee member, the departmental faculty of the appropriate rank(s) and the candidate shall each submit two names to the College Dean, who shall randomly select one from each set to form a four-person committee. If two extra-departmental faculty are required and the full-time tenured or tenure-track faculty and the candidate for promotion cannot agree on the extra-departmental committee members, the departmental faculty of the appropriate rank(s) and the candidate shall each submit three names to the College Dean, who shall randomly select two from each set to form a five-person committee.

If three extra-departmental faculty are required, the Department Personnel Committee shall select three full-time Teaching and Research Faculty of the appropriate rank(s) from other departments in the University subject to the written agreement of the candidate for promotion. In the event that the Department Personnel Committee and candidate for promotion cannot agree on one or more extra-departmental committee members, the Department Personnel Committee and the candidate shall each submit three names to the College Dean, who shall randomly select two from each set to form a four-person committee.

All members of Promotion Committee shall respect the confidentiality of deliberations on all matters under their consideration. The only information released shall be via official correspondence from the Committee. Individual members of Promotion Committees are to refrain from providing any additional and unofficial information.

4.2.3.5 Department Curriculum Committee

This body reviews and makes recommendations to the department on course and curriculum proposals and revisions in the major and minor academic programs in the department.

The department's voting members shall select the members of the Curriculum Committee at a department meeting no later than the second week of the fall semester. The membership shall include at least three faculty, one upper-class student and, where appropriate, one graduate student in that department. All members of the committee will be elected by the department. If no suitable students request appointments to the committee, the student positions may be left unfilled.

4.2.3.6 Other Ad Hoc Committees

Other ad hoc committees of the department may be established by the department's voting membership or by the chairperson. The committee membership shall be elected by the department voting membership or appointed by the department chairperson.

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5.0 CHANGES TO THE FACULTY HANDBOOK

The authority to amend or revise the Faculty Handbook lies with the Board of Visitors. However, proposals for revising the Handbook may be initiated by faculty, administrators, the President, or members of the Board of Visitors. Revisions fall into two categories: (1) those required to ensure that the University is in compliance with state policies and mandates, and (2) those within the purview of the decision-making processes within the University.

Revisions required to ensure that the University is in compliance with state policies and mandates, and that do not require a decision by University personnel, will be effected through an administrative update, with faculty being informed of the change and the reasons for it.

Revisions within the purview of the decision-making processes in the University Internal Governance system will be considered by appropriate committees as defined by the Internal Governance system. Proposals for changes will be made in the form of text intended to replace a portion of the Teaching and Research Faculty Handbook, noting new language and striking out the old language. The proposed change will be accompanied by a brief explanation detailing why the revision is being proposed and what the revision is intended to accomplish. Final presentation of the proposal will be sent to the Faculty Senate.

It will be the Faculty Senate's responsibility to ensure that the general faculty is provided time and opportunity to review the proposed change so faculty can communicate with their senators prior to any action by the Faculty Senate.

The Faculty Senate's recommendations on proposed revisions to the Teaching and Research Faculty Handbook will be forwarded to the President. The President will forward the Faculty Senate's recommendations to the Board along with his or her own.

The Council for Review of University Policies has the responsibility for annually updating the handbook to incorporate approved changes. The Council for Review of University Policies shall be comprised of the current Faculty Senate Secretary, the most recent former Faculty Senate Secretary, the Vice Provost for Academic Affairs and the Executive Assistant to the Provost.

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