



FACULTY MANUAL

2024-2025

UNIVERSITY OF SOUTH CAROLINA

AIKEN

FACULTY MANUAL

2024-2025

Policies, procedures, requirements, and descriptions contained in this manual are subject to change without notice and may be obtained via consultation with the Office of the Executive Vice Chancellor for Academic Affairs.

The University of South Carolina Aiken does not discriminate in educational or employment opportunities or decisions for qualified persons on the basis of race, color, religion, sex, gender, national origin, age, disability, genetics, sexual orientation, or veteran status. The University of South Carolina Aiken has designated as the ADA Title II, Section 504 and Title IX Coordinator the Executive Assistant to the President for Equal Opportunity Programs. The Office of the Executive Assistant to the President for Equal Opportunity Programs is located at 1600 Hampton Street, Columbia, SC; telephone (803) 777-3854.

The University of South Carolina Aiken is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award baccalaureate and master's degrees. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call (404) 679-4500 for questions about the status of the accreditation of the University of South Carolina Aiken.

Any person who feels they qualify for special accommodations due to physical, learning or psychological disability should contact the Office of Disability Services at (803) 643-6815 for a free, confidential interview.

Produced by the USC Aiken Office of Academic Affairs.

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The *University of South Carolina Aiken Faculty Manual* (herein) contains the academic policies and procedures approved by the administration and the Board of Trustees of the University of South Carolina System. The policies and procedures herein do not necessarily stand alone and may duplicate and/or support others in force in other forms in personnel and administrative documents. The policies and procedures herein contained do not therefore abrogate other duly approved policies and procedures in force in the USC System. Policies and procedures herein may periodically be amended or supplemented by other policies and procedures as recommended by the Faculty Assembly and approved by the administration. Revision dates are noted as appropriate. Reference the USC Aiken Home Page for the most up-to-date version of the manual.

SECTION 1.0

THE UNIVERSITY

1.1 INSTITUTIONAL MISSION

USC Aiken Values Statement
USC Aiken Mission Statement
University of South Carolina System Mission Statement
USC Aiken Vision Statement

1.2 UNIVERSITY ASSESSMENT

Guidelines for Academic Assessment

1.1 INSTITUTIONAL MISSION

**USC Aiken Values Statement
USC Aiken Mission Statement
University of South Carolina Mission Statement
USC Aiken Vision Statement**

USC AIKEN VALUES STATEMENT

USC AIKEN Our Academic Community embraces the following values:

1. Character

We value integrity, honesty, and accountability. We encourage initiative and take pride in hard work and accomplishment.

2. Citizenship

We value the rights and responsibilities associated with membership in a community. We embrace efforts to work for the common good and opportunities to enrich the lives of all community members.

3. Curiosity

We value and embrace life-long learning and inquisitive pursuits. To that end, we endeavor to impart knowledge, skills, and wisdom in a high-quality learning environment.

4. Collegiality

We value a nurturing community where people support one another, embrace diversity, and encourage mutual respect.

USC AIKEN MISSION STATEMENT

The University of South Carolina Aiken is a comprehensive institution that offers undergraduate and graduate degrees in the arts, humanities, social sciences, natural sciences, and professional disciplines. All programs of study are grounded in a strong liberal arts and sciences curriculum.

USC Aiken is distinguished by its commitment to transformative teaching made possible through high impact learning practices, undergraduate research, small classes, and individual attention. The University encourages excellence in research and creative pursuits and prepares students for success by challenging them to think critically and creatively, to communicate effectively, to learn independently, and to acquire breadth and depth of interdisciplinary knowledge.

USC Aiken attracts students from South Carolina, the United States, and the world to form a diverse community of individuals engaged in educational experiences and service necessary for the pursuit of meaningful work in an enlightened, inclusive, and economically vibrant society. A progressive hub for innovation, collaboration, and creativity, USC Aiken contributes to the community by enriching the region's quality of life through a variety of activities including the visual and performing arts, intercollegiate athletics, continuing and distance education, educational outreach, and leadership.

August 16, 2016 (Faculty Assembly)

UNIVERSITY OF SOUTH CAROLINA SYSTEM MISSION STATEMENT

The primary mission of the University of South Carolina is the education of the state's diverse citizens through teaching, research, creative activity, and service. Founded in 1801, the University of South Carolina System is the largest university in the state, serving more than 41,000 students from its flagship Columbia campus, three senior campuses (Aiken, Beaufort, and Upstate), and four regional campuses (Lancaster, Salkehatchie, Sumter, and Union).

The University of South Carolina is a public institution offering degree programs at the associate's, bachelor's, master's, and doctoral levels. Through the primary method of classroom and laboratory instruction and through a secondary method of distance education delivered via the internet, teleconference and electronic media, degree programs are offered in the following areas: arts and sciences; education; engineering and computing; hospitality, retail, and sport management; mass communications and information studies; music; public health; and social work; and in professional programs such as business, law, medicine, nursing, and pharmacy.

With a flagship campus recognized by the Carnegie Foundation as a top research and service institution and nationally ranked in start-up businesses, and an eight-campus system that confers nearly 40% of all bachelor's and graduate degrees awarded at public institutions in South Carolina, the University has a profound relevance, reach, and impact on the people of the state. The University of South Carolina provides all students with the highest-quality education, including the knowledge, skills, and values necessary for success and responsible citizenship in a complex and changing world through engagement in nationally and internationally ranked research, scholarship, service, and artistic creation.

July 2010 (B.O.T.)

USC AIKEN VISION STATEMENT

USC Aiken's vision for the future flows from its institutional mission, its statement of core values, and its strategic goals and objectives.

The University of South Carolina Aiken ranks among the top comprehensive public institutions in South Carolina and the Southeast. At USC Aiken, we:

- Emphasize excellence in teaching and collaborative learning experiences, stressing the connections between the liberal arts and professionally based courses
- Encourage and support high quality scholarly and creative endeavors
- Emphasize collegiality, civility, cooperation and collaboration within a nurturing campus community where there is mutual support to grow and excel
- Honor human diversity and respect differences
- Encourage integrity, honesty, and accountability, and foster responsible citizenship and working for the common good
- Sustain a strong academic support system for all students and offer quality curricular and co-curricular programs that prepare students to be citizen leaders and effective participants and contributors in a dynamic global society

- Maintain a moderately-sized campus where students can expect an optimal faculty-student ratio and individual attention
- Maintain a campus environment that supports creativity and productivity
- Inspire all members of the campus community to participate in supporting the institutional mission
- Demonstrate commitment to the effective and efficient use of resources and the wise use of technology
- Continue to foster and protect strong community ties and to enrich the lives of all community members

1.2 UNIVERSITY ASSESSMENT

GUIDELINES FOR ACADEMIC ASSESSMENT

As the means for analyzing, evaluating, and improving the curriculum and the learning process, academic assessment at USC Aiken is an ongoing activity at multiple levels that focuses on the extent to which goals for learning outcomes are being met. Faculty in each program have the primary responsibility for determining the appropriateness of these educational outcomes, which extend beyond student performance as registered by final course grades, as well as the methods and instruments for evaluating the level at which the outcomes have been accomplished. Because assessment methods should be chosen to evaluate the extent to which educational outcomes are achieved, different methods of assessment may be appropriate for different programs.

Each academic unit implements an ongoing assessment program that clearly articulates goals and objectives for student learning, measures these outcomes on a regular basis at several points in the program and in multiple ways, analyzes the findings, and uses the results for curricular improvements and adjustments. Each academic program's overall assessment is evaluated by the Academic Assessment Committee every three years. Academic units are also responsible for assessing the extent of learning outcomes in general education courses delivered by their unit, and the General Education Committee is responsible for coordinating the overall assessment program for general education. Progress reports of programs, departments, and schools are examined on an annual basis by Deans' Council, Academic Council, and the Office of Institutional Effectiveness.

The results of program assessment may not be used for the evaluation of faculty or administrators, for making comparisons among faculty, or as a basis for dismissal or reduction of salaries.

March 26, 2004 (Assembly)
June 30, 2004 (B.O.T.)
Summer 2009 (Editorial)
Summer 2011 (Editorial)
March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)

SECTION 2.0

ADMINISTRATIVE ORGANIZATION

2.1 BOARDS AND COMMISSIONS

USC Board of Trustees
Aiken County Commission for Higher Education

2.2 UNIVERSITY OFFICERS

System Officers
USC Aiken Officers

2.1 BOARDS AND COMMISSIONS

USC Board of Trustees Aiken County Commission for Higher Education

USC BOARD OF TRUSTEES

The University of South Carolina was chartered by the South Carolina General Assembly in 1801. The University is a body corporate and politic, in deed and in law under the name of the University of South Carolina. Several sections of the University's enabling legislation and bylaws are summarized below.

Composition of the Board of Trustees (Section 59-117-10, as amended)

The Board of Trustees of the University of South Carolina shall be composed of the Governor of the State (or designee), the State Superintendent of Education, and the President of the University of South Carolina Alumni Association, which three shall be members ex officio of the Board; and seventeen other members including one member from each of the sixteen judicial circuits to be elected by the general vote of the General Assembly as hereinafter provided, and one at-large member appointed by the Governor. The Governor shall make this appointment based on merit regardless of race, color, creed, or gender and shall strive to assure that the membership of the Board is representative of all citizens of the State of South Carolina. The officers of the Board of Trustees are the ex officio chair who is the Governor of South Carolina; the permanent chair; the vice chair; the chair emeritus, if applicable; and the secretary of the University and the Board.

Terms of Elected Members (Section 59-117-20, as amended)

The regular term of office of each trustee elected by the General Assembly shall be four years; however, such trustee shall continue to function as a trustee after the term has expired until a successor shall have been elected and qualified.

Vacancies; Compensation (Section 59-117-30, as amended)

In case a vacancy should occur in the Board among the members elected by the General Assembly, the Governor may fill it by appointment until the next session of the General Assembly. Any vacancy occurring in the office of the member appointed by the Governor shall be filled for the remainder of the unexpired term by appointment in the same manner of the original appointment. Each member of the Board shall draw such per diem and expenses as from time to time may be allowed boards, commissions and committees of the State.

Duties of the Board; Powers

The Board shall define the mission, role and scope of the University System; establish general policies of the University System; lay out the System's program of educational activity; approve the budget for the fiscal year; and provide ultimate accountability to the public and the General Assembly. The Board has the following powers:

1. Elect a president of the University to serve at the will of the Board or for such term and compensation as the Board may prescribe;
2. Elect a secretary of the University and of the Board to serve at the will of the Board or for such term and compensation as the Board may prescribe;
3. Elect a treasurer of the University to serve at the will of the Board or for such term and compensation as the Board may prescribe;
4. Establish policies and goals of the University and direct the President to implement and achieve those policies and goals;
5. Review and approve academic plans, including new programs and new units, and major modifications or deletions in existing programs and units;
6. Approve, upon recommendation of faculties and the President, the earned degrees awarded;
7. Designate academic chairs and professorships, award honorary degrees and name buildings or major portions thereof, other structures, outdoor spaces, streets and geographic areas;
8. Levy fines and charges and examine from time to time admissions policies as established by the faculties and the administration;
9. Review and approve requests for appropriations;
10. Review and approve annual budgets and budget changes;
11. Approve all gifts where restrictions are indicated, designate the use of unrestricted gifts, and approve and designate the use of testamentary gifts;
12. Approve all loans, borrowing, and issuance of bonds;
13. Approve appointments and salaries of principal officials which shall be defined as those persons elected by the Board as provided in paragraphs 1, 2, and 3 above, as well as University officers having the rank of vice president or chancellor or equivalent rank;
14. Approve compensation policy for faculty and staff;
15. Approve all long-range development plans for the University including major capital projects;
16. Approve or delegate authority for approval of all major contractual relationships and other major legal obligations executed in the name of the University;
17. Approve all sales or purchases of real property, and ensure that all properties of the University are preserved and maintained;
18. Establish investment policies and procedures which will provide for the prudent investment and preservation of funds entrusted to the University;
19. Establish auditing policies and standards and appoint independent auditors; and
20. Establish and maintain within the administrative procedures of the University the policy and practice that the administrators of the University covered under paragraphs 1, 2 and 3 above shall serve in such capacities at the will and pleasure of the Board; that the administrators of the University having the rank of vice president, chancellor, university campus dean, academic dean, director or the equivalent thereof, and any other person reporting directly to the President shall serve in such capacities at the will and pleasure of the President. It is understood that the employment of such administrators shall be on customary terms of University employment and there shall be no separate employment agreements; provided, however, it is further understood that no athletic department administrators will be given employment agreements in excess of one year without prior approval of a majority (11) vote of the entire Board of Trustees.

The powers of the Board are prescribed by the provisions of Sections 59-117-40, et seq., Code of Laws of South Carolina (1976), as amended.

Executive Committee

The Executive Committee shall consist of the permanent chair of the Board of Trustees, the vice chair of the Board, the chair emeritus of the Board, if applicable, and not more than three other elected members of the Board who shall be elected as hereinabove provided.

The Executive Committee, during the interim between meetings of the Board, shall have all the powers of the Board of Trustees not inconsistent with the established policies of the Board or with any action theretofore taken by the Board provided, however, that the Executive Committee shall not preempt the role of a standing committee as stated in Section 1 of Article VII except in those emergency circumstances which do not permit the handling of a matter in the normally prescribed manner. The Executive Committee shall function as a continuous planning and financial committee of the Board, exercising general supervision of the finances of the University; shall review in advance the proposed budget for the succeeding year; and shall review in advance the proposed application for appropriations for the succeeding fiscal year in light of overall University plans. It shall make reports to the Board at each meeting on all such matters occurring since the previous meeting.

The Executive Committee shall provide for an appropriate fidelity surety bond or bonds covering all officers, agents, and employees of the University who at any time shall hold any property or funds of the University and for appropriate officers and directors' insurance to ensure the officers and members of the Board against liability arising by virtue of the acts of such officers or Board members in their official capacity with the University.

Academic Affairs and Faculty Liaison Committee

The Academic Affairs and Faculty Liaison Committee shall consist of not less than three nor more than eight members of the Board appointed by the Executive Committee following the August Board meeting of each even year. The members so appointed shall elect a chair of the committee at the first scheduled meeting following such appointment. The term of the committee chair shall be for two years, from the date of election until the appointment of committees by the Executive Committee in the next even year. The committee chair shall be eligible for reelection for not more than one additional consecutive term. In the event a vacancy occurs in the office of committee chair, the remaining members of the Committee shall elect a new chair to complete the term of the vacating chair at the first meeting of the Committee following the occurrence of such vacancy. Such service in completing a term shall not limit the Board member so elected from serving two additional consecutive terms as chair as provided above.

The Committee shall be kept informed of all academic programs; of the conditions affecting recruitment and retention of faculty members; of the adequacy of instructional facilities; of the proposal of new degrees, major programs, or institutes; of the proposal to eliminate existing degrees, major programs, and institutes; and of such other matters relating to the educational policies and programs as may be brought before it or referred to it by the Board. It shall consider the development of new programs, degrees, institutes, and research for submission to the State Commission on Higher Education. It shall consider and make recommendations to the Board with respect to the naming of any academic centers, institutes, or other such programs. It shall report on all such matters to the Board from time to time with such

recommendations as it may consider relevant to the achievement of the University's goal of academic excellence. The Committee shall consider recommendations for tenure and promotion; honorary faculty titles; extensions of service; and appointments with tenure.

The Committee shall meet from time to time with the Faculty-Board of Trustees Liaison Committee of the Faculty Senate on matters of concern to the faculty and to the Board, and shall keep the Board informed of all such matters

The Committee shall review from time to time all recommendations forwarded by the President on honorary degrees and shall recommend there from to the Board appropriate recipients of such degrees. Approval by a three-fourths vote of the members present at the Board meeting next following the meeting at which the recommendation is made shall be required to approve the granting of such honorary degrees.

The Committee shall likewise serve as the final forum of appeal in faculty matters pertaining to revocation of tenure and dismissal of tenured faculty members.

AIKEN COUNTY COMMISSION FOR HIGHER EDUCATION

The Aiken County Commission for Higher Education was established in 1961 by an act of the South Carolina General Assembly. Section 21-1099.3 states that "the Commission shall have as its purpose the encouragement of higher education in Aiken County and adjacent areas and, more specifically, the establishment in Aiken County of facilities to offer standard freshman and sophomore college courses, and such other courses as deemed desirable." The Commission subsequently entered a contract with the University of South Carolina to establish the Aiken Campus as an independently accredited baccalaureate campus. More recently, the institution was approved to offer selected graduate degrees at the master's level.

The relationship between the Commission and the University has developed over the years and is now generally as follows:

1. The Commission originally provided a campus for the exclusive use of the University. The acquisition of additional funding for capital expenditures, including permanent equipment, renovations and major maintenance expenses, is currently a joint venture of the Commission and the University. The Commission also functions in an advisory capacity in matters pertaining to higher education in the area served by the Aiken Campus. The local administration is also responsive to the Commission's advice and recommendations and must in general conduct the Aiken Campus in a manner satisfactory to the Commission.
2. The University has exclusive responsibility in all matters related to academic programs. Operating funds come from state appropriations and student fees. The Aiken County Commission for Higher Education receives an annual payment from Aiken County Council in support of USC Aiken.

2.2 UNIVERSITY OFFICERS

System Officers USC Aiken Officers

SYSTEM OFFICERS

President

The President of the University shall be the chief executive officer of the University System and shall exercise such executive powers as necessary for its appropriate governance under the authority of the Board. The President shall be the primary spokesperson for the University to the alumni of the institution, the news media, the educational world, and the general public and shall administer University policies as promulgated by the Board, speak for the University as its chief officer, and coordinate all activities of each campus of the institution directly or through designated representatives. The President shall report directly to the Board the current affairs of all components of the University System and shall discuss with the Board basic issues, new or alternative directions, and recommendations on new policies. The President shall direct, coordinate and implement the planning, development, and appraisal of all activities of the University System and shall be directly responsible to the Board for its operation.

The President is assisted in directing the affairs of the University by an executive assistant, the provost and vice presidents, and the chancellors of the senior campuses.

Executive Vice President for Academic Affairs and Provost

The Executive Vice President for Academic Affairs and Provost is the second ranking officer of the University and is empowered to act for the President in the absence of the chief executive officer. The Provost, appointed by the President and confirmed by the Board of Trustees, has the responsibility for the overall supervision of academic affairs of the University and for ensuring the integrity of the academic mission of the University. The Provost is responsible for curriculum development and academic standards in the schools and colleges of the Columbia campus and regional campuses, and represents all campuses of the University System on academic issues to the Commission on Higher Education. The Provost oversees the tenure and promotion process; undergraduate and graduate studies; the sabbatical, faculty awards and endowed chairs programs; faculty recruitment and retention; academic leadership development; development and approval of academic programs, university policies and procedures; and university accreditation.

Deputy Provost

The Deputy Provost, appointed by the Executive Vice Chancellor for Academic Affairs and Provost, oversees special projects, oversees the review of undergraduate general education requirements, and provides guidance on undergraduate academic initiatives. The Deputy Provost holds responsibility for the development and approval process for academic programs and courses.

Secretary of the University and the Board of Trustees

The Secretary of the University and the Board of Trustees shall be elected by the Board to serve at the will of the Board and shall be one of the principal officers of the University System. The Secretary of the Board shall serve as the official medium of communication

within the University System between the Board of Trustees and the University faculty, administrative officers, individual members of the staff, student organizations and students.

Treasurer of the University

The Treasurer of the University shall be elected by the Board. In consultation with the chief finance officer, the Treasurer shall be responsible for all financial functions and all funds of the University System.

Vice Presidents

The Vice President for Human Resources, appointed by the President, has the primary responsibility for development and direction of comprehensive personnel programs for the University System.

The Vice President for Research, appointed by the President, is responsible for policies and services that support the University's research.

Academic Deans

The Dean of a school or college is appointed by the Executive Vice President for Academic Affairs and Provost. The Dean, the chief academic administrator of the unit, is responsible for the personnel and program administration of that division.

Vice Provost and Dean for Undergraduate Studies

The Vice Provost and Dean for Undergraduate Studies, appointed by the Executive Vice President for Academic Affairs and Provost, establishes and enforces standards of undergraduate work, recommends and coordinates plans for the development and improvement of undergraduate programs, and formulates policies to implement such plans.

Vice Provost and Dean for Graduate Studies

The Vice Provost and Dean for Graduate Studies, appointed by the Executive Vice President for Academic Affairs and Provost, establishes and enforces standards of graduate work, recommends and coordinates plans for the development of graduate programs, and formulates policies to implement such plans.

Executive Assistant to the President for Equal Opportunity Programs

The Executive Assistant, appointed by the President, is responsible for planning, developing, administering, and evaluating affirmative action/equal opportunity policies and practices to ensure compliance with federal and state statutes relating to non-discrimination in employment and education.

USC AIKEN OFFICERS

Chancellor

The Chancellor is the chief executive officer of the institution, providing leadership and overseeing all operations of the University, including finances and contracts, academic affairs, international initiatives, physical plant, enrollment, student life, and institutional quality; and is responsible for setting future goals and directions for the University. The Chancellor also serves as a local, state, national and international ambassador for the university community. The Chancellor acts on behalf of the President of the USC System and Board of Trustees, which delegates the chancellor's authority. The Chancellor carries out his/her responsibilities to manage the University and to adopt administrative policies and procedures consistent with Board of Trustees policies. The Chancellor is responsible for institutional planning and the

appointment of appropriate academic and administrative personnel necessary for the efficient and stable operation of the University. The Chancellor consults regularly with all of the University's constituencies and is the ultimate presiding officer of the Faculty Assembly, and ex officio member of the Classified Employees Assembly. Additionally, the Chancellor serves on local boards on behalf of the university community and is an ex officio member of the Aiken County Commission for Higher Education.

Executive Vice Chancellor for Academic Affairs

The Executive Vice Chancellor for Academic Affairs is responsible to the Chancellor and, in accordance with the institutional mission, exercises supervisory authority over the two colleges of the campus: the College of Arts, Humanities, and Social Sciences and the College of Sciences and Engineering; as well as the Schools of Business Administration, Education, and Nursing. The Executive Vice Chancellor also supervises the Office of Institutional Effectiveness, the Library, the Center for Teaching Excellence; Sponsored Research, Enrollment Management, Online Learning, Veteran and Military Student Affairs, and all academic support services and programs. With the assistance of the Deans and Department Chairs, the Executive Vice Chancellor assigns instructional responsibility; recruits faculty; recommends promotions, tenure and salaries for the faculty; recommends academic budget requests and controls budgeted funds for those areas under his/her supervision; and is responsible for the academic excellence of the campus. The Executive Vice Chancellor is a member of the Chancellor's senior staff and an ex officio member of specified faculty committees. In the absence of the Chancellor, the Executive Vice Chancellor serves as the campus chief administrator.

Vice Chancellor for Finance and Administration/Chief Financial Officer

The Vice Chancellor for Finance and Administration/Chief Financial Officer reports to the Chancellor and, in accordance with the institutional mission, is responsible for oversight of the USC Aiken budget and exercises supervisory authority over the following functions: Business Services and Grant Accounting (Controller's Office); Human Resources; Campus Support Services (Purchasing, Supply, Print Services, Mail Services, Food Services and Vending); Operations and Maintenance; Bookstore; Budget; Children's Center; Convocation Center; and University Police.

Vice Chancellor for Student Life and Services

The Vice Chancellor for Student Life and Services reports to the Chancellor and exercises supervisory authority, in accordance with the institutional mission, over the following areas: Orientation, Athletics, Student Life, Global Studies and Multicultural Engagement, Housing, Judicial Affairs, Counseling Services, Disability Services, Health Center, Campus Recreation and Wellness, and NCAA Compliance. The Vice Chancellor is responsible for matters related to policies and procedures which affect students and the general quality of life for USC Aiken students.

Vice Chancellor for University Advancement and External Affairs

The Vice Chancellor for University Advancement and External Affairs reports to the Chancellor and is responsible for advancement and external affairs activities. In accordance with the institutional mission, this includes the oversight of annual, capital, and planned gifts from internal and external constituents. The Vice Chancellor is responsible for the supervision of the marketing and communication efforts of the University, and provides a strategic outlook for various communication mediums. The Vice Chancellor is the liaison for the Aiken Partnership Board and provides leadership to assist this committee engage various alumni and community leaders.

Vice Chancellor for Information Technology

The Vice Chancellor for Information Technology reports to the Chancellor and, in accordance with the institutional mission, is responsible for advising the Chancellor and senior management on information technology issues and trends and evaluating and creating technology priorities and projects that support the strategic direction of the University. The Vice Chancellor is also responsible for the day-to-day operation and management of the Computer Services Division (campus computer system support and telephone services) and Instructional Services.

Reporting to the Executive Vice Chancellor for Academic Affairs:**Associate Vice Chancellor for Enrollment Management**

The Associate Vice Chancellor for Enrollment Management is responsible to the Executive Vice Chancellor for Academic Affairs and, in accordance with the institutional mission, exercises supervisory responsibility over the offices of Admissions, Career Services, Financial Aid, and Records. The Associate Vice Chancellor also serves as an ex officio member of specified faculty committees.

Assistant Vice Chancellor for Academic Affairs

The Assistant Vice Chancellor for Academic Affairs is appointed from the full-time tenured faculty and, in accordance with the institutional mission, is charged with working collaboratively with faculty and staff to enhance and improve a variety of academic projects including the Intercurricular Enrichment Program and the Center for Teaching Excellence. The Assistant Vice Chancellor for Academic Affairs also serves as the Academic Judicial Officer for cases pertaining to violations of the academic code of conduct and for academic grievances.

Academic Deans

Deans are appointed by the Executive Vice Chancellor for Academic Affairs with approval from the Chancellor following the prescribed search procedures. Deans report directly to the Executive Vice Chancellor for Academic Affairs and are evaluated by the EVCAA with input from the faculty in his or her college and or school. The dean is the chief academic administrator of a college or school. Deans are responsible for the personnel and program administration of the college or school; the review of curricula and programs; the oversight of the accreditation processes; the assignment of department chair duties; the supervision of the use of funds, space, and equipment; the support of the Development Office in securing external funds; and, the management of the budget of the college or school. Deans of colleges or schools that are not departmentalized also have the duties and responsibilities of department chairs (see below). Deans consult the faculty of the college or school on significant matters concerning academic personnel and curricula.

Department Chairs

In general, the department chair, in accordance with the institutional mission, is responsible for the implementation of University policies as they apply to the affairs of the department, recruiting and evaluating faculty, encouraging faculty development, reviewing curricula, arranging departmental meetings, administering the departmental budget, advising majors, scheduling classes, administering the summer program for the department, conducting assessment, and planning for the future of the department. The department chair is considered a unit head. Specific duties are assigned by the dean. A department chair is evaluated by the dean with input from department faculty and serves conditional upon satisfactory annual evaluation. In regard to salary supplement and teaching load, department chairs shall be

compensated fairly and equitably.

Director of the Academic Success Center

The Director of the Academic Success Center reports to the Executive Vice Chancellor for Academic Affairs. In accordance with the institutional mission, the Director is responsible for developing, implementing, and evaluating academic success programs; and comprehensive advising and First-Year Experience programs. The Director also prepares annual program reviews and budget reports, and conducts outcomes assessment for academic success and first-year programs in the department.

Director of Online Learning and Support

The Director of Online Learning and Support reports to the Executive Vice Chancellor for Academic Affairs. In accordance with the institutional mission, the Director holds responsibility for leading the professional development of online learning in pedagogy and technology. The Director provides support to faculty in course design for online and blended learning by incorporating best practices in instruction and instructional design.

Director of the Etherredge Center

The Director of the Etherredge Center reports to the Executive Vice Chancellor for Academic Affairs and, in accordance with the institutional mission, is responsible for coordination of the calendar, technical/logistical support for the theatres and other academic and non-academic uses of the building, with primary responsibility for all events in the facility.

Director of the Honors Program

The Director of the Honors Program is appointed by and reports to the Executive Vice Chancellor for Academic Affairs. In accordance with the institutional mission, the Director is responsible for consulting with the Director of Admissions on selection of students for the Honors Program; consulting with the Honors Program Steering Committee and with unit heads to arrange honors courses and colloquia for each academic year; serving as advisor to honors students concerning honors program requirements; reviewing honors students' performance each semester to ensure compliance with established continuation standards; chairing the Honors Program Steering Committee; attending national and regional honors program conferences; preparing annual program review and budget reports; and conducting outcomes assessment of the Honors Program.

Director of Institutional Effectiveness

The Director of Institutional Effectiveness reports to the Executive Vice Chancellor for Academic Affairs. In accordance with the institutional mission, the Director is responsible for the coordination and direction of the institutional self-study, and assists with long-range institutional planning and research. The Director coordinates the University's overall program of assessment—serving as primary assessment consultant, developing and administering surveys, maintaining databases of assessment results, and providing analysis of assessment data; and prepares reports for internal departments and external agencies.

Director of the Ruth Patrick Science Education Center

The Director of the Ruth Patrick Science Education Center reports to the Executive Vice Chancellor for Academic Affairs through the Dean of the School of Education. In accordance with the institutional mission, the Director is responsible for overseeing the operation of the Center, including hiring, training, and supervising staff; developing and delivering programs;

managing the budget; establishing short and long-term goals; and assessing the effectiveness of the Center's programs and activities.

Director of Sponsored Research

The Director of Sponsored Research reports to the Executive Vice Chancellor for Academic Affairs. In accordance with the institutional mission, the Director holds responsibility for working with external organizations/foundations to cultivate the development of grants and contracts, and for coordinating efforts in the preparation of grants and contracts.

Director of Veteran and Military Student Affairs

The Director of Veteran and Military Student Affairs reports to the Executive Vice Chancellor for Academic Affairs and, in accordance with the institutional mission, provides leadership and assistance for the programs of the USC Aiken Veteran Student Success Center. The Director leads efforts to recruit and retain veteran students, coordinates campus services for veteran students, and builds programs and partnerships with outside groups to benefit veteran students.

Library Director

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

March 20, 2017 (Faculty Assembly)

June 23, 2017 (Board of Trustees)

Reporting to the Vice Chancellor for Finance and Administration/Chief Financial Officer:

Budget Manager

The Budget Manager reports to the Vice Chancellor for Finance and Administration/Chief Financial Officer. In accordance with the institutional mission, the Budget Manager over-sees day-to-day efforts to manage and report University resources. The Budget Manager also plays a key role in the annual budget development process.

Controller

The Controller reports to the Vice Chancellor for Finance and Administration/Chief Financial Officer. In accordance with the institutional mission, the Controller is responsible for campus and student accounts receivables and coordinates various accounting, reporting and audit activities.

Director of the Pacer Shoppe (Bookstore)

The Director of the Pacer Shoppe reports to the Vice Chancellor for Finance and Administration/Chief Financial Officer and, in accordance with the institutional mission, provides management of the institutional bookstore, providing books, course materials, supplies, and other items.

Director of Campus Support Services

The Director of Campus Support Services reports to the Vice Chancellor for Finance and Administration/Chief Financial Officer and, in accordance with the institutional mission, is responsible for management of campus procurement, supply, inventory control, mail service, insurance, vending services, and printing services. The Director also serves as campus liaison with contracted food and custodial services through Aramark.

Director of the Children's Center

The Director of the Children's Center reports to the Vice Chancellor for Finance and Administration/Chief Financial Officer. In accordance with the institutional mission, the Director is responsible for overseeing the operation of the Children's Center, a nationally-accredited program for ages six weeks to five years.

Director of Human Resources

The Director of Human Resources reports to the Vice Chancellor for Finance and Administration/Chief Financial Officer and, in accordance with the institutional mission, is responsible for the management of the Human Resources Office and direction of the USC Aiken personnel program. The Director of Human Resources serves as the campus Equal Employment Opportunity Officer and coordinates the affirmative action plan and ensures compliance with AA/EO policies and regulations.

Director of University Police/Chief of Police

The Director of University Police/Chief of Police reports to the Vice Chancellor for Finance and Administration/Chief Financial Officer. In accordance with the institutional mission, the Director supervises the University Police Department and oversees efforts to protect the campus community and facilities, including providing medical first response and coordinating emergency action plans.

Director of the USC Aiken Convocation Center (Contracted through SPECTRA) The Director of the USC Aiken Convocation Center is an employee of the contracted partner and functionally reports to the Vice Chancellor for Finance and Administration/Chief Financial Officer. In accordance with the institutional mission, the Director is responsible for overseeing the operation of the USC Aiken Convocation Center, the largest indoor facility in Aiken County.

Senior University Facilities Executive

The Senior University Facilities Executive reports to the Vice Chancellor for Finance and Administration/Chief Financial Officer and, in accordance with the institutional mission, is responsible for planning and coordination of building projects, for maintenance and operations functions on campus, for environmental health and safety compliance, for landscaping maintenance, as well as the motor vehicle fleet.

Reporting to the Vice Chancellor for Student Life and Services:**Assistant Vice Chancellor of Student Life**

The Assistant Vice Chancellor of Student Life reports to the Vice Chancellor for Student Life and Services and, in accordance with the institutional mission, directs the leadership development, community service, Greek life, recreation, and activities programs for students. In addition, the Assistant Vice Chancellor administers the USC Aiken non-academic discipline system, and trains and provides support to the University Judicial Board (UJB) and faculty Judicial Procedures Advisors (JPA). The Assistant Vice Chancellor also supervises the Director of Global Studies and Multicultural Engagement.

Director of Athletics

The Director of Athletics reports to the Vice Chancellor for Student Life and Services and is responsible for the development and implementation of the University's intercollegiate athletic program, in accordance with the institutional mission.

Director of Counseling, Student Health and Disability Services

The Director of Counseling, Student Health and Disability Services reports to the Vice Chancellor for Student Life and Services and, in accordance with the institutional mission, is responsible for programs and services provided by the Counseling Center and the Student Health Center. In addition, the Director supervises the Coordinator of Disability Services, who assists students with disabilities in securing appropriate accommodations.

Director of Housing

The Director of Housing reports to the Vice Chancellor for Student Life and Services. In accordance with the institutional mission, the Director serves as the primary administrator responsible for housing and residence life facilities and programs.

Director of the Wellness Center

The Director of the Wellness Center reports to the Vice Chancellor for Student Life and Services. In accordance with the institutional mission, the Director is responsible for overseeing the operation of the Wellness Center, including the natatorium, the cardiac rehabilitation program, and the development and deployment of student-focused fitness and wellness programs.

Associate Director of Athletics and NCAA Compliance Officer

The Associate Director of Athletics and NCAA Compliance Officer reports to the athletic director with a dotted-line relationship to the Vice Chancellor for Student Life and Services. In accordance with the institutional mission, the Associate Director monitors compliance with NCAA and Peach Belt Conference rules and regulations and monitors the academic progress of USC Aiken student-athletes.

Reporting to the Vice Chancellor for University Advancement and External Affairs:**Director of Alumni Relations and Community Partnerships**

The Director of Alumni Relations and Community Partnerships reports to the Vice Chancellor for University Advancement and External Affairs and, in accordance with the institutional mission, is responsible for informing and involving the alumni of USC Aiken in the educational process of the campus while supporting the interests of the University. The Director works closely with the USC Aiken Alumni Association to encourage interaction and fellowship among alumni, students, faculty, staff and the community through ongoing programs and social events. The Director is the liaison between the Alumni Council and the University. He/she is also responsible for developing alumni chapter presence and affinity.

Director of Major Gifts

The Director of Major Gifts reports to the Vice Chancellor for University Advancement and External Affairs. In accordance with the institutional mission, the Director is responsible for identifying, cultivating, soliciting, and stewarding all alumni, parents, corporations and foundations, and friends of the University.

Director of Marketing

The Director of Marketing reports to the Vice Chancellor for University Advancement and External Affairs. In accordance with the institutional mission, the Director is responsible for developing and implementing a comprehensive integrated marketing and communications plan to convey the brand identity and value proposition of USC Aiken to internal and external constituents. The Director coordinates the production of print and electronic communications, provides publications consultation for the campus community, and works proactively to promote the University to the media.

Reporting to the Vice Chancellor for Information Technology:**Director of Online Learning and Support**

The Director of Online Learning and Support reports to the Vice Chancellor for Information Technology and is responsible for promoting and supporting teaching effectiveness at USC Aiken, in accordance with the institutional mission. The Director also supervises the staff of Online Learning and Support who supply and maintain audio-visual equipment, the production studio, online education classrooms, and other related facilities.

Reporting to the Associate Vice Chancellor for Enrollment Management:**Registrar**

The Registrar reports to the Associate Vice Chancellor for Enrollment Management and is responsible for conducting the registration of students, keeping an accurate record of all academic transactions, printing and distributing schedules of classes, verifying student graduation, producing the academic calendar, producing the *Bulletin*, and managing the space and scheduling activities—all in accordance with the institutional mission.

Director of Admissions

The Director of Admissions reports to the Associate Vice Chancellor for Enrollment Management. In accordance with the institutional mission, the Director is responsible for directing the Office of Admissions and providing leadership and coordination for on-going programs and special projects to improve student recruitment and shaping the freshman and new transfer classes.

Director of Career Services

The Director of Career Services reports to the Associate Vice Chancellor for Enrollment Management and, in accordance with the institutional mission, provides management services and facilitates the development and implementation of a comprehensive plan for activities in the areas of career development, on-campus student employment, and job search/placement.

Director of Financial Aid

The Director of Financial Aid reports to the Associate Vice Chancellor for Enrollment Management and, in accordance with the institutional mission, is responsible for the comprehensive, strategic deployment of various financial aid and scholarship programs and assists in coordinating the tuition deferment program.

SECTION 3.0

FACULTY POWERS AND ORGANIZATION

3.1 FACULTY ORGANIZATION

- Functions
- Faculty Assembly
 - Membership
 - Voting
 - Officers
 - Meetings
 - Conduct of Business
 - Faculty Committees

3.2 UNDERGRADUATE FACULTY

- Faculties of Colleges and Schools

3.3 GRADUATE FACULTY

- Faculty Criteria
- Professional Growth
- Faculty Load

3.1 FACULTY ORGANIZATION

Functions Faculty Assembly

FUNCTIONS

The Board of Trustees is the governing body of the University and the powers of the President and the faculty are delegated by the Board in accord with its policies. The faculty of the Aiken campus, subject to the review and approval of the Chancellor, the President and the Board of Trustees, has legislative powers in all matters pertaining to the standards of admission, registration, requirements for and the granting of degrees, curricula, instruction, research, extracurricular activity, discipline of students, educational policies and standards of the University, and all other matters pertaining to the conduct of faculty affairs, including the discipline of its own members.

As such occasions arise, the faculties will have the opportunity to consider the election or appointment to the office of the President of the University and all pertinent academic officers and, through an appropriate committee, communicate their views thereon to the Board of Trustees.

Spring 1990

FACULTY ASSEMBLY

Membership

The Faculty Assembly will consist of the Chancellor, Executive Vice Chancellor for Academic Affairs, Vice Chancellors, all faculty regardless of rank, Director of Financial Aid, Registrar, and such other persons as the Assembly sees fit to elect.

Spring 1990
March 24, 2006 (Assembly)
June 29, 2006 (B.O.T.)

Voting

Official voting members of the Assembly will include the Chancellor, Executive Vice Chancellor, all tenured or tenure-track faculty, and other Assembly members the Assembly sees fit to elect (see Standing Rule 7, Appendix II). Faculty Assembly members who are on leave or sabbatical should remove their names from the list of voting members during their absence by notifying the Chairperson of the Faculty Assembly. Part-time faculty voting members of the Assembly are not eligible to serve on standing Faculty Assembly committees unless there is a designated part-time faculty seat on the committee. Individuals who are not voting members of the Assembly are not eligible to serve on standing Faculty Assembly committees.

September 9, 2004 (Assembly)
June 23, 2005 (B.O.T.)
March 24, 2006 (Assembly)
June 29, 2006 (B.O.T.)
November 30, 2007 (Assembly)
June 27, 2008 (B.O.T.)

Officers

The elected officers of the Assembly will be a Chairperson, a Vice Chairperson, a Secretary, and a Parliamentarian. These officers will perform the duties prescribed in the Faculty Constitution and Bylaws (see Appendix I) and by parliamentary authority adopted by the Assembly.

Meetings

Regular meetings will be held once a month during the regular academic year with the exceptions of December and May. When it is more convenient, the November meeting may be held in early December or the April meeting in early May, but in either semester, the meeting must be held before final exams begin.

January 30, 2008 (Assembly)
June 27, 2008 (B.O.T.)

Special meetings can be called by the Chancellor, the Chairperson, or the Vice Chairperson in the absence of the Chairperson, or by written request of twenty (20) percent of the official voting members.

At least three (3) days written notice will be given prior to any meeting except in cases of emergency.

Conduct of Business

The rules contained in the most recent edition of *Robert's Rules of Order* will govern the Assembly in all cases to which they are applicable and in which they are not inconsistent with the bylaws of the Assembly (Appendix I) and any special orders the Assembly may adopt.

The guidelines for distributing the minutes of Assembly meetings, establishing the order of business, preparing the agenda, conducting elections, and defining non-voting members (visitors) are outlined in the Standing Rules of the Assembly (Appendix II).

A quorum for meetings of the Faculty Assembly is a simple majority of the eligible voting faculty. The Chair of the Faculty Assembly, in consultation with the Parliamentarian of the Assembly, will determine the quorum for each semester prior to the first meeting of the semester. A voting member must be physically present on the Assembly floor to be counted towards quorum. If a voting member is passively viewing a live stream of the meeting, their attendance will not be counted towards quorum, as quorum requires the ability to participate in business.

May 1, 2001 (Assembly)
June 22, 2001 (B.O.T.)
April 25, 2023 (Assembly)
June 19, 2024 (B.O.T.)

Faculty Committees

The Assembly will establish, abolish, or modify Assembly committees as it deems necessary. Committee membership will be as diversified as possible according to academic rank and gender. Each committee will meet on a regular basis and report all action concerning policy formulation to the Assembly for approval. In instances of routine business, committees are

empowered to act as deputies of the Assembly.

Committee membership will include official eligible voting faculty with a chairperson to be elected annually by the committee members. Ex officio members and student members will be present on specified committees. The term ex officio designates non-voting status on faculty committees.

April 30, 2002 (Assembly)
June 27, 2002 (B.O.T.)

Faculty may serve a maximum of three (3) consecutive years on a committee and approximately one-third of committee members will rotate off August 15. Vacancies created by unexpired terms will be filled by special elections. No faculty member may serve on more than two (2) committees at any one time. Faculty elected to the Promotion and Tenure Committee will not be required to serve on additional committees. Committee membership for new faculty will be optional for two (2) semesters.

Spring 2008 (Assembly)
June 27, 2008 (B.O.T.)

System Faculty Leadership Council

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

The USC Aiken Faculty Assembly will elect three representatives to the University of South Carolina System Faculty Leadership Council. The chair of the USC Aiken Faculty Assembly (or designee) will also serve on the Council.

April 25, 2023 (Assembly)
June 19, 2024 (B.O.T.)

A complete description of the purpose and membership of faculty committees may be found in the Bylaws (Appendix I).

[Reference: Appendix I – Faculty Constitution and Bylaws
Appendix II – Standing Rules of the Faculty Assembly]

3.2 UNDERGRADUATE FACULTY

Faculties of Colleges and Schools

FACULTIES OF COLLEGES AND SCHOOLS

The academic programs at USC Aiken are administered by two colleges, comprised of disciplinary departments, and three schools. Faculty of each department or school will consist of all of its members having the rank of Professor, Associate Professor, Assistant Professor, Senior Instructor, Instructor, or part-time faculty. However, voting members within a department or school must be faculty members who have voting rights in the Faculty Assembly.

Within the limits established by the Board of Trustees and the policies and rules of the Assembly, the voting members of a department or school will determine the educational policies of that department or school.

March 26, 1993

Academic Departments

College of Arts, Humanities, and Social Sciences:

Department of Communications

Department of English

Department of History, Political Science, and Philosophy

Department of Languages, Literatures and Cultures

Department of Sociology

Department of Visual and Performing Arts

College of Sciences and Engineering:

Department of Biological, Environmental, and Earth Sciences

Department of Chemistry and Physics

Department of Exercise and Sports Science

Department of Computer Science, Engineering and Mathematics

Department of Psychology

School of Business Administration

School of Education

School of Nursing

3.3 GRADUATE FACULTY

Faculty Criteria Professional Growth Faculty Load

M.S. in Applied Clinical Psychology M.Ed. in Educational Technology

FACULTY CRITERIA

Faculty who teach at the graduate level within the USC Aiken School of Education and the Department of Psychology are expected to be experts in their fields of specialization and must meet the following criteria:

1. hold the credentials required to be a member of the regular teaching faculty;
2. hold an earned doctorate;
3. have a major or equivalent experience in the field of the course to be taught;
4. have on file in the Office of Academic Affairs an official transcript reflecting all post-secondary work. Current vitae are available in individual schools or departments.

Spring 2000

PROFESSIONAL GROWTH

Faculty members teaching at the graduate level are expected to demonstrate a high level of competence in teaching and scholarship. Continued professional development is essential for this to occur. It is expected that individual faculty members take the initiative, supported by the University, in promoting and enhancing their own growth as teachers, scholars, practitioners and professionals. Faculty members should consider, among other strategies, taking additional graduate work in the discipline, attending professional meetings and in service training, and writing and presenting scholarly works in their fields.

FACULTY LOAD

The institution recognizes the importance of establishing reasonable faculty assignments with respect to instruction, advisement, committee membership, guidance of student organizations, and research and service to the public. The determination of instructional load considers such factors as number of preparations, number of advisees, number of students taught, the nature of the subject and help available from clerical personnel. Faculty teaching load when one or more graduate courses are taught is nine credit hours of instruction per semester.

Faculty who teach graduate course work should be skilled in instruction; should be productive, creative scholars; and should be readily accessible to their students. The scholarly stimulation that occurs when students interact with faculty is significant to successful graduate study. Faculty are expected to have established office hours and these hours should be communicated to students.

Spring 2000

SECTION 4.0

FACULTY RESPONSIBILITIES

4.1 INSTRUCTIONAL RESPONSIBILITIES

- Instruction
- Academic Freedom
- Course Operation Procedures
 - Classroom Assignments
 - Meeting Times
 - Transition Period Between Classes
 - Bringing Children to Campus
 - Faculty Interaction With Administrative Assistants
 - Class Size
 - Temporary Rolls
 - Official Rolls
 - Mid-Term Rolls
 - Enrollment After Registration Period
 - Faculty Attendance
 - Student Attendance
 - Student Deportment
 - Distribution of Course Syllabi or Class Outlines
- Evaluation and Grading
 - Tests and Papers
 - Evaluation of Students
 - Early Warning
 - Grading System
 - Reading Days
 - Final Examination Policy
 - Final Grade Reporting
 - Incomplete Contracts
 - Grade Changes
 - Course Grade Forgiveness
 - Posting Grades
 - Transcript Evaluation Policy
- Academic Dishonesty
- Course Materials (Textbooks)
- Student Evaluation of Teaching

4.2 ADVISEMENT AND COUNSELING

- Faculty Office Hours
- Academic Advisement
- Behavioral Intervention

4.3 SCHOLARSHIP

Course Enrollment

Research and Scholarly Activity

University Funds

Outside Funds

Contract and Grant Administration

Sponsored Programs Administered Through

USC Foundations

Support for Manuscript Preparation

Use of Consultants

Research Involving the Use of Human Subjects

Care and Use of Laboratory Animals

Conflicts of Interest

Intellectual Property Policy

4.4 SERVICE

University and Community Service

Academic Processions and Regalia

Professional Society Participation and Support

Political Activity

4.1 INSTRUCTIONAL RESPONSIBILITIES

Instruction
Academic Freedom
Course Operation Procedures
Evaluation and Grading
Academic Dishonesty
Course Materials (Textbooks)
Student Evaluation of Teaching

USC Aiken is a center of learning whose primary purpose is high quality undergraduate and graduate education. To this end, it is the responsibility of a member of the faculty to be a model scholar who is, at the same time, able to disseminate knowledge, participate actively in his/her chosen academic field, and to otherwise render professional service to the institution and the community at large.

February 27, 1996

INSTRUCTION

A member of the USC Aiken faculty must be able to communicate the current knowledge of an academic discipline, organize and manage a course, clearly present course content, fairly assess students' academic progress, and provide academic advisement for students. Effective teaching requires that faculty continue to learn about their subject matter and to enhance their communication skills.

The USC Aiken administration will support the faculty in reaching its goal of superior teaching by supplying the necessary resources for implementation of excellent teaching and innovation in instruction.

Faculty members must refrain from engaging in any romantic or sexual relations with students over whom they have academic or supervisory control, either currently or in the reasonable expectation of such in the future.

Faculty should avoid circumstances where they would assign course grades to family members (as defined in 5.1 Nepotism Policy). In situations where assigning course grades to family members is considered unavoidable, the faculty member must discuss the situation with the immediate supervisor prior to the first day of classes to determine a course of action that will minimize the potential for real or perceived bias.

March 26, 2004 (Assembly)
June 30, 2004 (B.O.T.)
October 26, 2009 (Assembly)
June 25, 2010 (B.O.T.)

ACADEMIC FREEDOM

The University of South Carolina adheres in principle to the American Association of University Professors' Statement on Academic Freedom and it will be its policy to defend academic freedom against any encroachment. A university as the center of learning depends

upon the free search for truth and its free exposition. The University has adopted the following statement on academic freedom:

1. A faculty member of the University of South Carolina is entitled to full freedom in research and in publication of the results, subject to the adequate performance of other academic duties, but research for pecuniary return will be based upon an understanding with the authorities of the institution.
2. The faculty member is entitled to freedom in the classroom in discussing his/her subject but will be careful not to introduce into teaching controversial matter which has no relation to the subject.
3. The faculty member is a citizen, a member of a learned profession, and an officer of the institution. When speaking or writing as a citizen, he/she will be free from institutional censorship or discipline, but the faculty member's special position in the community imposes special obligations. As an individual of learning and an educational officer, he/she will remember that the public may judge the profession and the institution by his/her utterances. Hence, the faculty member will at all times be accurate, will exercise appropriate restraint, will show respect for the opinions of others, and will make every effort to indicate that he/she is not speaking for the institution.

A faculty member who feels that his/her academic freedom has been infringed upon may follow the formal faculty grievance procedure in this manual.

Fall 1990

COURSE OPERATION PROCEDURES

Classroom Assignments

The official class schedule lists the room location for all classes and laboratories. Faculty members are expected to meet their classes in the assigned classrooms or areas. Changes should be made only for good reason and with approval. Any changes in meeting place (other than temporary) must be requested by the unit head and scheduled by the Office of the Registrar.

Meeting Times

Faculty members are expected to meet their classes at the assigned times. Any changes in meeting times must have the approval of the unit head and the Registrar's Office.

Transition Period Between Classes

As a general rule, all faculty members should leave their classroom at the designated time for their classes to end. Of course, a few minutes are often necessary to collect materials and make any appointments needed by students. It is also a courtesy to erase the boards for the next faculty member. However, these activities should be accomplished in a short period of time, and the next class should not be delayed from starting on time because of inconsiderate behavior.

Bringing Children to Campus

It may be occasionally necessary for a faculty or staff member to bring a child to the university because of an emergency situation; children should not be brought to work on a regular basis. At no time should a young child be taken into a class by the faculty member except for educational purposes. Also, children should be kept for only a limited time in offices. Other faculty should not have to vacate their offices in order to find quiet time for reading and class preparation.

Faculty Interaction With Administrative Assistants

Each department's administrative assistant is expected to help all members of the academic area meet their faculty responsibilities; to do so effectively, however, professional courtesies should be observed. All faculty members should try to avoid last minute demands, providing at least one day's notice on work requests. All faculty should remember that the departmental office is primarily a work place and not a place for impromptu socializing.

Class Size

It will be the policy of the USC Aiken campus that all classes will have a minimum enrollment of twelve students if lower division and ten students if upper division or graduate level in order for teaching to be authorized, unless exemptions from this policy are approved by the administration on a case-by-case basis.

February 27, 1996

Temporary Rolls

For the first day of classes, faculty can obtain a copy of a temporary class roll from Self Service Carolina (SSC).

Official Rolls

Approximately one week after the beginning of classes, a memo regarding official class rolls is distributed to all faculty for each course and section they teach. The memo lists specific instructions from the Registrar for obtaining class roll information from SSC and for reporting discrepancies. The official class roll is the official list of students enrolled for the course and section. Faculty must not permit a student to attend class unless the student is listed on the official roll. The Registrar's Office will notify the faculty of record of any names that should be officially added to or deleted from the official class roll. If a student's name is not included on the roll or if there is a mistake in the student's listing, the faculty of record must call the student's attention to the matter. It is the student's responsibility to notify the Registrar's Office of the discrepancy. If there are errors in the listing of the course (e.g., course title or faculty member's name) the faculty member should notify the unit head.

Mid-Term Rolls

During each fall and spring semester, mid-term class roll information will be distributed to all faculty with any discrepancies to be reported back to the Registrar by a stipulated deadline. This is the last opportunity for enrollment problems to be resolved prior to the assignment of

grades. Students are notified in writing of any enrollment problem and must contact the Registrar's Office to make the correction. Failure on the part of the student to make such corrections could result in an academic penalty at the end of the semester.

Enrollment After Registration Period

The academic calendar for each semester is advertised in a variety of formats including the *USC Aiken Bulletin*, the Schedule of Classes on the web, and various other websites. The Office of the Registrar will not register a student after these advertised deadlines unless prior preliminary approval has been given by the Executive Vice Chancellor for Academic Affairs. Should such preliminary permission be granted, the student will then need to obtain written permission from all faculty involved in the late additions, along with the concurrence of the academic unit head(s). Approval form (Addition of Course After Last Day to Add) is available on the Registrar's website.

Faculty Attendance

Faculty are expected to meet all their scheduled class engagements. Faculty who expect to be absent from any of their classes should obtain permission from their unit head and then notify the departmental administrative assistant. In the event of an emergency (unplanned) absence, the faculty member should notify the department administrative assistant immediately. The administrative assistant will then either dismiss the class or arrange with another faculty member to dismiss or to hold the class. In any case, the person dismissing the class should identify himself/herself to the class. During evening hours, in the absence of previous arrangements with the department administrative assistant, the faculty member should call the switchboard operator who will arrange for University personnel to dismiss the class.

Should an emergency delay any faculty member from meeting class at the appointed hour and in the absence of any information regarding class dismissal, students are required to wait fifteen (15) minutes before assuming that the class will not meet.

Student Attendance

When students enroll in a particular course, they obligate themselves for all the work which may be assigned. Punctual and regular attendance is vital to the discharge of this obligation.

The faculty of the department or school will determine the attendance policy for courses taught under its authority and for its faculty, both full-time and part-time. The department or school may establish one uniform policy for all of its faculty, set unit policies for certain courses only, or leave it up to individual faculty members to determine attendance policy for their own classes. In the latter case the department or school will review the individual policies and modify them as the unit sees fit.

The unit's attendance policy must be made known in writing to all teaching faculty within the unit. Copies will be forwarded to the Executive Vice Chancellor for Academic Affairs. All faculty members must include the policy they intend to follow in each course syllabus, which will be distributed to all students in the course.

Each policy, whether departmental or individual, will clearly lay out the rules and limits regarding class attendance and absences. The policy may establish an allowable number of class absences which students may accumulate without penalty. If a policy limits the number

of absences allowed, it should also list reasons for excused absences (for example, documented incapacitating illness, official representation of the University, death of a close relative, religious holidays, jury duty). Excused absences do not absolve a student of responsibility for the completion of all assigned work in the class. A student should inform the appropriate faculty member of any anticipated absence. It is the responsibility of the student to complete any work missed during an absence.

In the event of impasse between the student and faculty member on whether an absence will be excused, or on any other issue related to attendance, the student may appeal the faculty member's decision to the unit head in which the course is taught. If the conflict cannot be resolved at that level, the student or the faculty member may appeal the decision through the established University procedure.

Student Deportment

It is the faculty member's right to remove from the classroom any student who disrupts or disturbs the proceeding of the class. Disruption of the class includes but is not limited to the use of any portable electronic devices, including cell phones, MP3 players, iPods, etc., unless prior approval has been given to a student or unless required for the course. The faculty member also has the right to request assistance from university police. If the student who has been ejected causes similar disturbances in subsequent meetings of the class, he/she may be denied admittance to the class for the remainder of the semester and assigned a grade of **F**.

May 1, 2007 (Assembly)
August 10, 2007 (B.O.T.)
November 30, 2007 (Assembly)
June 27, 2008 (B.O.T.)
March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)

Distribution of Course Syllabi or Class Outlines

Within two weeks of the first day of classes, full-time and part-time faculty members must turn in a copy of the syllabus or class outline for each class they are teaching during that semester. The copy will be filed in the department or school office. All course syllabi should also be posted on the USC Aiken website.

A syllabus or course outline should contain at least the following information:

1. Course information:
 - course number, name, credit hours;
 - semester and year;
 - faculty of record's name, office number, office hours;
 - information on required laboratories, field trips, etc.
2. Course goals/objectives:
a specification of the goals and requirements for each course, including the objectives, competencies, and abilities which indicate achievement of each goal and the methods by which these will be evaluated.
3. Required and recommended texts, protective clothing, equipment or supplies, special fees, etc.

4. Organization of course: whether by dates, topics, units, chapters, pages, or some other means.
5. Attendance policy: allowable absences and penalties.
6. Grading policy: frequency and weighting of exams, quizzes, papers, lab exercises, improvement, etc.
7. Statement of expectations and penalties consistent with the academic code of conduct described in the *Student Handbook*.
8. Following statement:
If you have a physical, psychological, and/or learning disability that might affect your performance in this class, please contact the Office of Disability Services, Suite 104, SES Building, (803) 643-6815, as soon as possible. The Disability Services Office will determine appropriate accommodations based on medical documentation.
9. Policy for Portable Electronic Devices: The use of any portable electronic devices, including cell phones, pagers, MP3 players, iPods, etc., during class is not allowed for any reason unless prior approval has been given to a student from the faculty of record or unless required for the course. If you are planning to have any of these devices in class, they must be turned off and stowed away for the duration of the class period. If you use a portable electronic device during a test, quiz, or other assessment, you are eligible to receive a failing grade on that assignment.
10. Any other information which the faculty member deems appropriate.
11. Syllabi should contain a statement noting that potentially hazardous materials are used in a course, when applicable. [Reference: AFNMN 106, *USCAiken Policies and Procedures Manual*.]

Spring 1992
February 29, 2000 (Revised)
November 30, 2007 (Assembly)
June 27, 2008 (B.O.T.)
September 30, 2010 (Assembly)
June 30, 2011 (B.O.T.)

EVALUATION AND GRADING

Tests and Papers

The following principles are intended to serve as guides around which faculty should shape their testing procedures.

A number of evaluations of students' achievements should be made throughout any given semester. The faculty of record in each class is encouraged to have at least four major items on which to base the student's final grade. The faculty member may require a combination of one-hour tests, written reports, oral reports, or appropriate performances or projects. Tests should be returned to students within a reasonable time. Students have a right to examine their

own tests regularly in order to understand which items were answered incorrectly or inadequately and why their responses were inadequate.

Evaluation of Students

Grades are generally recognized as comparative ratings of student achievement.

In all courses taught at USC Aiken, some form of student evaluation such as a test, quiz, report, paper or the equivalent should be administered, graded and returned prior to the withdrawal deadline.

It is the responsibility of the faculty of record, reasonably early in each course, to inform the students of the quality of their work to date. Thereafter, periodic updates on their standing should be furnished the students. It is also the responsibility of the faculty of record to assign to each student a fair grade based on evaluations relevant to the content and purposes of the course.

August 25, 1993

Early Warning

Faculty should submit an Early Warning Form if a student is not meeting classroom standards or expectations. This process allows faculty to indicate specific areas in the course where the student needs improvement. These areas can include excessive absences, poor performance on tests, lack of necessary skills, etc. Upon receipt of an Early Warning Form, the Academic Success Center staff will contact the student and encourage them to seek appropriate resources. The early warning process is intended to reach students prior to the last day to withdraw, allowing students the opportunity to withdraw from the class should that be the best option. The Early Warning Form is accessible online and may be submitted electronically.

Grading System

The grading system outlined below became effective for all students at the University beginning with the Fall Semester, 1978. Under this system undergraduate and graduate course credit is granted only for earned grades of **A**, **B(+)**, **C(+)**, **D(+)**, or **S**. Any of the following symbols (except NR) will become a permanent part of a student's academic records when assigned.

February 27, 1996

Grade Values: **A** (4.0) **B** (3.0) **C** (2.0) **D** (1.0) **F** (0)

The addition of a "+" to a letter grade adds .5 to the value of that grade. Thus, a grade of **B** valued at 3.0 will be valued at 3.5 if designated **B+**.

The following grades carry no value: **F**, **FN**, **WF**, **W**, **I**, **NR**, **T**, **S**, **U**, **AUD**.

Summer 2014 (Editorial)

A, **B**, **C**, **D**, and **F** carry the traditional academic connotations of excellent, good, average, poor and failing performance, respectively.

S and **U** indicate, respectively, Satisfactory (passing) and Unsatisfactory (failing) performance in courses carried under Pass-Fail. The use of the Pass-Fail grading option in such courses is indicated in their catalog descriptions. No course carried under the Pass-Fail option will affect a student's grade point ratio or the evaluation of suspension conditions.

W is assigned for withdrawal from a course during the first eight weeks of a semester (excluding the late registration period). Courses dropped during the late registration period (as published in the University's academic calendar) will not be recorded on a student's permanent record. In summer sessions and other shortened semesters, the withdrawal period will be one-half the total number of class days instead of eight weeks. In exceptional cases, the grade **W** will be used after the first eight weeks of a semester primarily in cases of withdrawal from the University or from a course for medical reasons. (See regulations for dropping a course.) A grade of **W** will not enter into the evaluation of suspension conditions or in grade point average computation but will be recorded on a student's permanent record. A **W** cannot be recorded for a student unless the student has completed the proper paperwork for the withdrawal. The grade of **F** will be administratively assigned by the Registrar until the issue of withdrawal can be resolved with proper documentation from the student.

WF is assigned for withdrawal from a course after the first eight weeks of a semester, the deadline prescribed in the University academic calendar for withdrawal without penalty. In summer sessions and other shortened semesters, the withdrawal period will be one-half the total number of class days instead of eight weeks. (See regulations for withdrawals.) The grade of **WF** is treated as an **F** in the evaluation of suspension conditions and grade point average computation.

March 26, 2004 (Assembly)
June 30, 2004 (B.O.T.)

FN indicates failure due to attendance/never attended.

Summer 2014 (Editorial)

I, Incomplete, is assigned at the discretion of the faculty of record when, in the faculty of record's judgment, a student is unable to complete some portion of the assigned work in a course because of an unanticipated illness, accident, work-related responsibility, or family hardship. The grade of **I** is not intended to give students additional time to complete course assignments unless there is some indication that the unanticipated event prevented the student from completing course assignments on time. By arrangement with the faculty of record, the student will have up to twelve (12) months in which to complete the work before a permanent grade is recorded. Re-enrolling in the course will not be permitted, nor can the student sit in on class during a subsequent semester. A USC Aiken Incomplete Grade Contract must be completed by the faculty of record and submitted to the Office of the Registrar explaining the reason for the **I** and conditions for completing the course. Forms must be signed by the student and unit head. Faculty are not authorized to sign on behalf of the student. Incompletes are not computed in the student's grade point average until the final grade is assigned. After 12 months, an **I** which has not been made up is changed permanently to a grade of **F** unless the **I** was erroneously recorded. It is the responsibility of the student to ensure that all required work is completed by the deadline specified on the incomplete form. [Reference Incomplete Contracts, p. 39.]

November 29, 2000 (Assembly)
April 27, 2004 (Assembly)
May 2005 (USC System)
March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)

AUD indicates a course was carried on an audit basis.

NR, No Report. The faculty contract includes reporting of final grades to the Registrar's Office no later than the deadline published in the Schedule of Classes and the *USC Aiken Bulletin*. Under no circumstances will a student listed on the grade sheet not be assigned a grade. Because all enrollment problems must be resolved prior to the grading period, any student not assigned a grade, either deliberately or inadvertently, by the faculty of record will receive an automatic **F**. The Registrar only has the authority to administratively assign the grade of **NR** in those very rare instances when it is known that the student cannot complete the work in question and likewise is unable to sign the Incomplete Grade Contract. The **NR** is a temporary mark on the transcript and must be replaced by a grade of **A**, **B(+)**, **C(+)**, **D(+)**, **F**, **WF**, **W**, **S**, **U**, or **I**. The Registrar will provide written notice of the assignment of all **NR**s to the student, the faculty of record, the unit head, and the Executive Vice Chancellor for Academic Affairs. If replacement of the **NR** is not made by the faculty of record before the last week of the full semester following the term for which the **NR** was recorded, a grade of **F** will be assigned.

March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)

T (In Progress). Courses numbered 799 are restricted to thesis work (variable credit, 1-5 hours). Satisfactory progress in the thesis will be indicated by the grade of **T**. Unsatisfactory progress in the thesis will be indicated by the grade of **U**. Completion of the thesis will also be indicated by the grade of **T**. In addition, a Clearance Recommendation for Graduate Degree Applicants form will be submitted to the Office of the Registrar to indicate successful completion (oral defense and final written paper) of the thesis.

Reading Days

Reading days are intended to provide an opportunity for students to prepare for final exams. At least two days, falling on weekdays, will be designated as reading days between the last day of classes and the first day of exams. No exams or make-up tests may be given during reading days unless requested by a student and accepted by the faculty member. Faculty members may hold non-compulsory final exam review sessions during reading days. Faculty members will not schedule other events or assignments on reading days. Exceptions may be considered by the Faculty Advisory Committee.

May 1, 2018 (Assembly)
October 19, 2018 (B.O.T.)

Prior to the occasional semester when the requirement of two weekdays for reading days creates a demonstrable hardship in processing grades and appeals to the Financial Aid Office or Scholastic Standing and Petitions Committee, the Executive Vice Chancellor for Academic Affairs may recommend a more limited reading period of not less than one calendar day. That recommendation would be made in writing to the Faculty Advisory Committee, which will report its decision and rationale to the Faculty Assembly at the first meeting following that decision.

March 26, 2010 (Assembly)
June 25, 2010 (B.O.T.)

Final Examination Policy

Final exams will be administered during the scheduled period (five days - spring and fall; two days - summer; one day - Maymester). Final exams for laboratory sections may be administered during the last scheduled meeting of the lab. No Saturday exams will be given unless the class normally meets on Saturday. In case of emergency, the Executive Vice Chancellor may propose the scheduling of Saturday exams for non-Saturday classes, subject to the approval of the Faculty Advisory Committee. No exams or make-up tests may be given during reading days unless requested by a student and accepted by the faculty of record; make-up exams may not be scheduled during another one of the student's final exams. Each exam period runs for three hours. A faculty member may use any or all of that period for the exam, and the exam may start at any time within the period, as long as all students in the course are notified of the starting time if it is not the beginning of the period.

Spring 1990
December 2, 2005 (Assembly)
June 29, 2006 (B.O.T.)
March 26, 2010 (Assembly)
June 25, 2010 (B.O.T.)
May 1, 2018 (Assembly)
October 19, 2018 (B.O.T.)

Attention is directed to the fact that final examinations each semester are given in accordance with a schedule published well in advance of the examination period. In coordination with the Registrar's Office, the Executive Vice Chancellor for Academic Affairs will announce the final examination schedule each semester to all faculty members. No deviation from this printed schedule is permitted unless specific prior approval has been secured from the unit head. All such deviations will be reported to the Executive Vice Chancellor. Changes in the exam schedule will be approved only under extenuating circumstances. An exam may be rescheduled for an entire class only if each student in the class signs a form confirming that he/she understands the new exam time and does not have another exam scheduled for the new exam time. An exam rescheduled for an entire class must be approved by the unit head and the Executive Vice Chancellor for Academic Affairs.

Any student who is scheduled for more than two exams on the same day has the right to take one of these exams on another day of the exam week. Students must obtain approval from the appropriate faculty member no later than the last regularly scheduled class meeting for the relevant course. This change in the exam schedule must be coordinated through the dean/department chair.

It is recommended that all faculty retain, for a minimum of one year after grades are submitted for the semester, any graded work not returned to students. After one year, all such retained materials should be destroyed in an appropriate manner.

February 10, 1997 (FAC)
Summer 2003 (Editorial)
March 26, 2004 (Assembly)
June 30, 2004 (B.O.T.)
April 23, 2012 (Assembly)
June 29, 2012 (B.O.T.)
March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)

Final Grade Reporting

All grades must be submitted by using Self Service Carolina (SSC) no later than the published deadline as advertised by the Office of the Registrar. This deadline will be no less than 48 hours after the last scheduled examination period. Faculty must coordinate with the Office of the Registrar on the entry of any grades of **I** or **NR** prior to entering the final grades themselves on SSC. Every student must have a grade entered on SSC, or the entire grade roll will be rejected by the system.

Incomplete Contracts

An Incomplete Grade Contract must be turned in to the Registrar's Office for each Incomplete assigned by a faculty member. The contract must be signed by the student, the faculty member, and the unit head in order to be valid. The faculty member will specify on the contract the work required to complete the course and, as appropriate, an early deadline. The student's signature means that the requirements and the deadline are understood and accepted. The Incomplete Grade Contract should be delivered to the Registrar as soon as possible.

When the work has been completed, the faculty member must record the new grade on the Makeup Incomplete form available only from the Office of the Registrar and must submit it to that same office for entry.

November 29, 2000 (FAC)
Summer 2003 (Editorial)
June 30, 2004 (B.O.T.)
March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)

Grade Changes

Once grades have been reported, any change of grades must be approved as hereinafter provided. In case of error in reporting of final grades, the faculty of record for the course will complete the form provided and send it to the unit head and to, the Registrar's Office, -no later than one year after the original assignment of the incorrect grade. If a section is taught by the chair and a grade error occurs, then the dean would review. If taught by the dean, the provost would review. If taught by the provost, the chancellor would review. Grades approved at these respective levels are considered final, with changes to the permanent record and notification to the student made by the Registrar's Office.

Should the chair, dean, provost, or chancellor decline to approve the grade change request, the faculty of record will have the right to appeal the decision to the appropriate). chair, dean, provost or chancellor. Should the chair, dean, or chancellor Committee or Council still not approve the grade change request, the faculty of record will have the opportunity to bring the matter directly to the Faculty Assembly for approval. In cases where the faculty of record is not available to present to the entire Assembly, any voting member of the Assembly may be permitted to introduce the motion on the faculty of record's behalf. Such votes taken to the Faculty Assembly floor will be considered final, with the Registrar's Office receiving the results for appropriate updating and student notification.

In all cases involving grade changes, only the faculty of record can initiate and sustain the request for a grade change. Students with questions concerning grades must use the procedure outlined in the *USC Aiken Student Handbook*. communicated to the Registrar, who is responsible for updating the grade. Special makeup work or examinations to change grades already recorded are not permitted.

October 24, 2003 (Assembly)
June 30, 2004 (B.O.T.)
April 25, 2023 (Assembly)
June 19, 2024 (B.O.T.)

Note: Faculty cannot change grades on SSC. Grade changes can only be made by obtaining the grade change form from the Registrar's Office.

Course Grade Forgiveness

It is the policy of the University of South Carolina that every currently enrolled fully-admitted, degree-seeking undergraduate earning a **D+**, **D**, **F**, **FN**, or **WF** in a USC course beginning Fall 2007 may take up to two (2) undergraduate courses for a second time for the purpose of grade forgiveness. Both the first and second grades shall appear on the USC permanent record, but only the second grade will be used in computing the University of South Carolina cumulative grade point average. An explanatory notice will appear on the record. Once grade forgiveness is applied to a repeated course, the action may not be revoked. Reference policy in *USC Aiken Undergraduate and Graduate Programs Bulletin*.

Posting Grades

The Buckley Amendment (Family Education Rights and Privacy Act) prohibits posting of grades by social security number or "personally identifiable information" contained in a student's record. Final grades are available to students via Self Service Carolina (SSC).

Transcript Evaluation Policy

Transfer credit is determined by the unit head or his/her designee for each course a student seeks to transfer. Application of transfer credits to a specific curriculum or degree program is determined by the degree requirements for each major as set forth in the *Bulletin* current at the time of the student's initial enrollment. Therefore, transfer credits awarded will not necessarily fulfill specific degree requirements. Advisors and students are urged to use DegreeWorks to review the application of transfer credit.

Evaluation of transfer credit awarded and the application of that credit to a degree program are valid only at the time the evaluation is conducted and may not apply if the student elects to change curriculum, major, degree, or university.

Students who wish to appeal a transcript evaluation may request to take appropriate placement examinations. Information about earning course credit through challenge, advanced placement, or CLEP examinations may be obtained from the Registrar.

March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)

ACADEMIC DISHONESTY (ACADEMIC CODE OF CONDUCT)

Academic Integrity

It is the responsibility of every student at USC Aiken to be familiar with the academic code of conduct, to adhere steadfastly to truthfulness and to avoid dishonesty, fraud, or deceit of any type in connection with any academic requirements.* Any student who violates this principle,

attempts to violate it or who knowingly assists another in violating it shall be subject to discipline. As members of the USC Aiken community, it is also the responsibility of every student, faculty and staff member to report violations of academic integrity to the faculty member in whose course these violations took place or to another person of authority such as a dean or unit head.

** Academic requirements include works submitted for academic progression or graduation or any graduate or undergraduate course work.*

The principle of academic integrity prohibits all forms of academic dishonesty – including cheating, lying, bribery and plagiarism. The following examples illustrate conduct that violates academic integrity, but this list is not exhaustive.

1. Giving or receiving unauthorized assistance, or attempting to give or receive such assistance in connection with the performance of any academic work.
2. Unauthorized use of materials or information of any type or the unauthorized use of any electronic or mechanical device in connection with the completion of any academic work.
3. Access to the contents of any test or examination or the purchase, sale, or theft of any test or examination prior to its administration.
4. Use of another person's work without proper acknowledgment of source, i.e., plagiarism.
5. Intentional misleading of any person in connection with any academic work (including the scheduling, completion, performance, or submission of any such work).
6. Offering or giving any favor or thing of value for the purpose of influencing improperly a grade or other evaluation of a student in an academic program.
7. Conduct intended to interfere with a faculty member's ability to evaluate accurately a student's competency or performance in an academic program.

Only the appropriate faculty member can “authorize” assistance, use of materials, etc. Whenever a student is uncertain as to whether conduct would violate academic integrity, it is the responsibility of the student to seek clarification from the appropriate faculty member prior to engaging in such conduct.

Honor Pledge

As a commitment to maintain academic integrity and accept academic responsibility, the following statement should appear on all major examinations and assignments:

On my honor as a University of South Carolina Aiken student, I have completed my work according to the principle of academic integrity. I have neither given nor received any unauthorized aid on this assignment/examination.

Signature

Date

Student Responsibility

- a) To conduct all academic work within the letter and the spirit of academic integrity, which prohibits giving or receiving unauthorized aid in all academic endeavors.
- b) To sign the honor pledge on all graded academic work certifying that no unauthorized assistance has been received or given in the completion of the work.

- c) To consult with faculty and other sources to clarify the meaning of plagiarism and to learn the recognized techniques of proper attribution of sources used to prepare assignments.
- d) To consult with faculty to identify allowable resource materials or aids to be used during examinations or completion of any graded work.
- e) To maintain the confidentiality of examinations by divulging no information, directly or indirectly, to another student who has not yet taken that same examination.
- f) To report observed academic integrity violations in a timely manner. When possible, violations should be reported to the faculty member in whose course these violations took place.

Consequences for the Violation of Academic Integrity

1. If the violation pertains to an assignment in a course, the faculty member teaching the course in which the violation occurred may assign a **0** on the assignment or an **F** in the course.
2. If the violation pertains to a non-course degree requirement (Junior Writing Portfolio, Praxis exam, etc.), the student may fail to receive credit for the degree requirement for which the violation occurred. The consequence for the violation of a non-course degree requirement may be imposed by the appropriate unit head or dean.
3. In addition to the consequences listed above, the faculty member, unit head, or dean has the right to refer the violation to the UJB for possible disciplinary penalties. These disciplinary penalties include:
 - a) Expulsion
Dismissal from the University without the possibility of readmittance.
 - b) Suspension for a Period of Time
Denial of enrollment, attendance, and other privileges at the University for a specified period of time. Permission to apply for readmission upon termination of the period may be granted with or without qualifications.
 - c) Sanction
Sanctions may include (but are not limited to) attendance at or participation in a program or community service, program development, and researching and writing a paper on a topic related to the violation.

The consequences listed in number three above (a through c) may be imposed by the University Judicial Board or at higher levels in the judicial process. These consequences are intended to be disciplinary only, and nothing in these procedures, including the imposition of any disciplinary penalty, shall be interpreted to limit the academic authority of the faculty of record to determine an appropriate grade for a student who has violated the academic code of conduct. If the faculty of record determines that, because of academic dishonesty, a student's performance in an academic program merits a grade reduction or a failing grade, the faculty of record's authority to award such an appropriate grade is not limited by the imposition of any penalty under this section.

May 1, 2007 (Assembly)
August 10, 2007 (B.O.T.)
March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)

Record of Violations

Violations are recorded as follows:

1. When a faculty member assigns a student a 0 or F for a violation as the final grade of record on an exam, assignment or requirement or an F in the course, the faculty member must notify the student within ten (10) class days of assigning the grade through a letter delivered as specified under the definition of delivery of written notice, with a copy sent to the Assistant Vice Chancellor for Academic Affairs who will notify the academic advisor. The letter must state the violation, the sanction imposed and the student's right to appeal. Documentation of the violation (i.e., copies of tests, papers, etc.) should be included with the letter sent to the Assistant Vice Chancellor for Academic Affairs.
2. Records of violations for cases which have been resolved with a sanction of less than suspension will be maintained by the Executive Vice Chancellor for Academic Affairs for a period of seven (7) years from the last offense. Records may be retained by the University beyond the normal seven (7) year period in special circumstances including, but not limited to, situations when legal action is taken by any party involved.
3. When the date for purging records has been reached, records in all formats are to be destroyed. Note: Statistical data may be retained but all information that would identify an individual will be removed.
4. Records where the discipline sanction was suspension will be maintained for a period of at least ten (10) years from the date of the last incident.
5. Persons who are not directly involved with 1) a discipline case, 2) an appellate review of a decision, or 3) the enforcement of a sanction will not have access to the records or results of a hearing or sanctioning authorization of the charged party.

March 30, 2011 (Assembly)

June 30, 2011 (B.O.T.)

March 20, 2017 (Faculty Assembly)

June 23, 2017 (Board of Trustees)

December 27, 2020 (Faculty Assembly)

February 19, 2021 (Board of Trustees)

1. Faculty members are encouraged to meet with any student to whom they are assigning a 0 or F for an assignment or a final grade as a result of a violation of academic integrity, or who is being charged with any other violation that will result in a letter being sent to the student and the Assistant Vice Chancellor for Academic Affairs.
2. In writing the letter, faculty are encouraged to include the following:
 - a.) A specific description of the violation
 - b.) A brief narrative of the conversation with the student regarding the incident
 - c.) A description of the sanction
 - d.) A statement informing the student that he or she has the right to appeal the decision as outlined in the academic code of conduct
 - e.) An explanation that copies of the letters are maintained by the Assistant Vice Chancellor for Academic Affairs and that upon the accumulation of three violations, a hearing of the University Judicial Board shall be convened

When possible, supportive evidence should accompany the letter to the student. The letter should be delivered as outlined in the USC Aiken Student Handbook.

3. Copies of the letter and the supporting evidence should be submitted for the Assistant Vice Chancellor for Academic Affairs's files. This will allow for fair, complete presentation of the violations, should a hearing occur.

March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)
December 27, 2020 (Faculty Assembly)
February 19, 2021 (Board of Trustees)

Recurring Violations of Academic Integrity

To ensure that students do not continue to violate academic integrity, confidential files for violations shall be maintained by the Office of Academic Affairs and a University Judicial Board (UJB) hearing shall be held upon the accumulation of three violations. The purpose of the UJB hearing is to consider the pattern of a student's behavior. When three violation letters have been received, the Academic Judicial Officer shall:

1. Request a hearing by the University Judicial Board (UJB). The request must be made within ten (10) class days from receipt of the third letter;
2. Notify the student in writing of the request and deliver letter as specified under the definition of *delivery of written notice*; and
3. Forward these letters to the UJB Chair for use during the hearing.
4. The receipt of any subsequent letter charging the student with a violation of academic integrity would prompt another hearing by the UJB.

Due Process for Cases of Alleged Violations of Academic Integrity

Faculty Options:

After imposing one of the "Consequences for the Violation of Academic Integrity," the faculty member or unit head may also seek further sanctions within ten (10) class days by:

1. Requesting a hearing by the University Judicial Board through the UJB Chair; and
2. Informing the student in writing (and delivering the letter as specified under the definition of *delivery of written notice*, with a copy to the unit head) of the request for a hearing.

If the request is made by the faculty member, a copy of the letter will be sent to the faculty member's unit head and to the unit head for the student's major.

Student Options:

A student may accept the penalty imposed by the faculty member for violating academic integrity or he/she may appeal the penalty to the University Judicial Board. The student must request a hearing by the UJB in writing. The student's written request for a hearing should be sent by certified mail or hand-delivered to the Campus Judicial Officer. Such a request must be submitted within seven (7) class days of the student's being made aware of a penalty for violating academic integrity.

January 21, 2005 (Assembly)
June 23, 2005 (B.O.T.)
March 30, 2011 (Assembly)
June 30, 2011 (B.O.T.)
March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)

COURSE MATERIALS (TEXTBOOKS)

The Pacer Shoppe (Bookstore) is owned and operated by the University of South Carolina Aiken. Revenues derived from sales in the bookstore contribute to scholarships, donations, and campus improvements. Faculty are encouraged to direct their students to the Pacer Shoppe for the purchase of their course materials.

The Pacer Shoppe will distribute a user identification code and a unique password to each faculty member and departmental administrative assistant prior to each academic session via email. This email will contain a link to the Pacer Shoppe Online Adoptions web page. The Online Adoptions web page will contain historical information based on the most recent textbooks or course materials utilized for a particular course. The faculty member will have the option of re-adopting the previously utilized textbooks or adopting new textbooks. Once the bookstore staff receives the adoption information and completes the adoption process, the faculty member will receive a confirmation email listing the adopted titles and will be notified of any problems that may arise.

Early and timely return of adoption information significantly aids the bookstore in reducing the overall textbook expense to students and helps reduce out-of-stock situations. Adoption requests are generally sent to faculty in March for the summer and fall academic sessions and in October for the spring session.

In accordance with the U.S. Copyright Act of 1976 (and additional findings), the Pacer Shoppe will not sell course packets containing copyrighted information without prior consent for the distribution and sale of the copyrighted material. The Pacer Shoppe provides a full copyright permission and course packet production service to faculty. This rule is designed to protect the university, the bookstore, and faculty from any potential copyright infringement litigation.

Copyright permission can take up to eight weeks. Contact the bookstore to request additional information.

Desk copies must be ordered from the publisher by the individual faculty member or departmental assistant. Most publishers offer these to faculty members free of charge. The Pacer Shoppe staff maintains an up-to-date database of publisher phone numbers and contacts. Desk copies may be provided by the Pacer Shoppe in emergency situations only. To request a desk copy from the bookstore, a purchase requisition listing the desired text must be submitted and signed by the department head. The full amount of the textbook will be charged to the department. The department will have ten (10) days from the start of class to return the desk copy for a full refund.

USC Aiken and USC administrative policies preclude the sale of textbooks, desk copies or other course materials by faculty members to students. All course material sales are handled exclusively by the Pacer Shoppe.

A faculty member who intends to require students enrolled in his/her course to purchase classroom materials which are authored or edited in whole or part by the faculty member and from which the faculty member derives direct financial benefit must first secure written approval from the Courses and Curricula Committee and the dean or Library Director.

March 24, 1997 (FAC)
March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)

STUDENT EVALUATION OF TEACHING (SET)

1. SETs shall be distributed to all classes except those in which the faculty-student ratio is one-to-one. Schedule codes and definitions of one-on-one classes are as follows:

IND	Independent Study	One-on-one instruction for which a contract must be on file
THE	Thesis	One-on-one (graduate/undergraduate) supervised research project
PRT	Practice Teaching	One-on-one in an off-campus K-12 school
INT	Internship/Cooperatives	One-on-one within USC Aiken or externally at employer or agency site
PRI	Private Instruction	One-on-one in performance (music, theatre, etc.)
PRA	Practicum	One-on-one supervised practical application of knowledge and skills
FLD	Field Study	One-on-one supervised research project carried out in the field

2. In team-taught courses, the SETs shall be distributed for each faculty member.
3. The process for distribution to students is as follows:
 - SETs will be distributed to students two weeks before the end of classes for the fall and spring semesters and one week before the end of classes in summer semester;
 - classes with shorter time frames (e.g., half semester) will be handled according to need;
 - the Office of Institutional Effectiveness, Research & Compliance will use the most current student roster possible at the time of SETs distribution;
 - student access to online SETs will end before university-scheduled final exams begin;
 - faculty will be notified at least one week prior to SET distribution and will be reminded to encourage students to complete the SETs;
 - faculty with special circumstances may contact the Office of Institutional Effectiveness, Research & Compliance for options.
4. The process for communicating the SET results to full-time and part-time faculty is as follows:
 - SET results will not be made available to faculty until after the Registrar's deadline for submitting final grades has passed;
 -
 - the faculty member and the appropriate supervisor will receive the following data:
 - the frequency distributions, mean, median and standard deviation of the standardized questions for each class section;
 - response rate for each section (percentage and number of respondents);
 -
 - the frequency distributions, means, medians and standard deviations for the standardized questions for both the academic unit and USC Aiken; and
 - transcripts of responses to open ended questions.
5. Students should have a mechanism to confidentially inform administrators of faculty who fail to follow procedures.

Recommendations for Use of Information Obtained

1. Full-time faculty shall provide in the annual activity report a narrative summary of the SET results that might include the faculty member's interpretation or the information, a discussion of response rates or any other circumstance that may have impacted SETs results, and/or commentary on how the information was or was not used by the faculty member.
2. Faculty are encouraged to meet annually with their respective unit head to discuss the results of the entire evaluation and discuss strategies for improving performance.
3. The results of student evaluations are only one source of evidence of teaching effectiveness. Faculty are encouraged to include a comprehensive catalog of activities and documents that demonstrate teaching effectiveness.

Other evidence may include, but is not limited to the following:

- peer evaluations and/or observations of teaching;
- teaching portfolios;
- additional in-course assessments of teaching and learning;
- unit head observation;
- publications regarding teaching or assessment of teaching;
- documented presentations and/or attendance at conferences devoted to teaching;
- documented participation and/or attendance at workshops presented by the USC Aiken Center for Teaching Excellence or other venues;
- responses to SETs data including how the faculty member has used it to improve the course;
- details of course development, redesign, or improvements made in the last year;
- details of innovative teaching strategies used;
- letters from individuals (including students) familiar with one's teaching;
- honors or awards received for teaching; and
- evidence of teaching in other contexts (independent studies, mentoring student research, clinical supervision, honors-enriched courses, Academy for Lifelong Learning, and others).

[Reference: USC Aiken Administrative Guidelines for the Evaluation of Faculty, Appendix III.]

4.2 ADVISEMENT AND COUNSELING

Faculty Office Hours Academic Advisement Behavioral Intervention

FACULTY OFFICE HOURS

Faculty members are required to maintain office hours and to post the hours on their respective office doors. Each faculty member will maintain regular office hours which will be convenient and adequate for student conferences and advisement.

February 27, 1996

ACADEMIC ADVISEMENT

The academic advisement of undergraduate students is coordinated by the Academic Success Center. Each degree-seeking student at USC Aiken is assigned to an academic advisor who is a faculty or administrative staff member. An advisor's job is to introduce students to the academic structure of the University, to help them understand their academic preparation and abilities, and to assist them in choosing and planning their undergraduate major. Academic advising includes monitoring students' progress toward a degree and assisting students in making post-graduate plans. Advising students is an important responsibility of faculty members who are required to assist conscientiously in this significant work. [Reference the USC Aiken Administrative Guidelines for the Evaluation of Faculty, Appendix III.]

Each graduate student admitted to a degree program is assigned an advisor by the coordinator of the program.

February 27, 1996

BEHAVIORAL INTERVENTION

The USC Aiken Behavioral Intervention Team (BIT) handles serious behavioral issues exhibited by students. This process is not meant to replace the normal care and concern routinely provided to students by faculty, staff and other students. Typically, behaviors that pose a threat to safety or that cause a significant community disruption should be referred to the Behavioral Intervention Team, while students who experience other mental health issues should be referred to the USC Aiken Counseling Center.

The Behavioral Intervention Team identifies and coordinates appropriate action to respond to student behavior that is erratic, self-injurious, or potentially threatening to others. The goal of any action taken by the Team is to protect the campus community while optimizing the outcome for the individual student. When possible, attempts will be made to engage the student in a positive way rather than ostracize him/her because of the behavior exhibited. Any disciplinary action taken will be based on the actual behavior exhibited rather than on projections about possible future behavior.

Process:

The Behavioral Intervention Team will review information and incident reports from University Police, Housing, and Judicial Affairs about on and off-campus incidents involving students. In addition, any member of the USC Aiken community can report erratic, threatening, or potentially self-injurious (such as suicidal threats or abuse of alcohol or drugs) behavior by a student to the BIT.

The following procedure should be used to make a referral to the BIT:

- If an emergency situation or a situation that needs immediate attention exists, University Police should be called at 6111 (or 648-4011 from a cell or off-campus phone).
- If the situation does not need to be addressed immediately, the chair or any member of the BIT should be called OR a BIT Incident Report should be completed online. Reference online form at: web.USCa.edu/behavioral-intervention-team/incident-report.dot.

If requested and feasible, the identity of the person who reported the behavior can be withheld from the student exhibiting the behavior. If judicial or legal charges are made as a result of an investigation of the incident, statements from witnesses may be necessary.

The BIT will discuss information received about student behavior and develop an appropriate course of action on a case-by-case basis. Potential courses of action include:

- Follow-up contact with the student by professional staff
- Mandatory referral to the Counseling Center or outside mental health professional
- Disciplinary charges
- Continued police investigation and/or criminal charges
- Voluntary or involuntary transport to hospital
- Removal from University housing
- Summary suspension
- No further action

Other possible follow-up includes:

- Communication with victim or person forwarding BIT Incident Report, when appropriate
- Review and/or revision of policy or services to better meet student needs

Members of the BIT Team:

- Vice Chancellor for Student Life and Services (Chair)
- Chief of University Police
- Assistant Vice Chancellor of Student Life
- Director of Counseling, Student Health and Disability Services
- Associate Director of Housing

Other members will be assigned as needed.

4.3 SCHOLARSHIP

Course Enrollment Research and Scholarly Activity Conflicts of Interest Intellectual Property Policy

Another responsibility of a member of the USC Aiken faculty is active participation in one's chosen discipline. In addition to communicating the knowledge of an academic area of expertise in the classroom, a faculty member should also work to contribute to his/her areas of specialty through published research, invention, discovery, and/or other creative and scholarly activity.

It is the policy of USC Aiken to encourage research and other scholarly endeavors by members of its faculty. Research is regarded as an indispensable adjunct to high quality education of undergraduate and graduate students. It is understood that research to be conducted at the University is to be devoted primarily to broadening the faculty member's competence and professional ability and to furthering the general objective of expanding the horizons of knowledge.

The USC Aiken administration will work to support and encourage the scholarly development of faculty. This will be accomplished when possible, by aiding in the obtaining and management of grants; and by supplying equipment and supplies, work space and time off from classroom responsibilities. In turn, faculty members will include USC Aiken as their affiliation in published and presented works.

February 27, 1996

COURSE ENROLLMENT

A faculty member may pursue a degree from any institution other than USC Aiken with the permission of the dean or Library Director. Employees may take one three credit hour course (four hours in the case of a laboratory course) per academic term, and are limited to four three credit hour courses (four hours in the case of a laboratory course) per academic year or the equivalent. Contact the Human Resources Office regarding the Tuition Assistance Program.

March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)

RESEARCH AND SCHOLARLY ACTIVITY

University Funds

The University of South Carolina assigns a moderate sum each year for research purposes through several programs. Applications for support from these funds may be obtained from the Office of the Vice President for Research in Columbia [http://www.sc.edu/about/offices_and_divisions/research/internal_funding_awards/index.php]. Applications must be submitted on the USC Electronic Research Administration (USCeRA) website [<https://sam.research.sc.edu/USCera>]. Awards are made on a competitive basis. A moderate research incentive fund has been established on the Aiken campus to support faculty research, which contributes to these awards.

Outside Funds

Numerous federal agencies, private foundations, and private business firms operate extensive programs of sponsored research. The costs that will be funded by these agencies will vary according to their own rules or terms. Faculty members interested in such projects are requested to consult with their department head, the Executive Vice Chancellor, the USC Aiken Sponsored Research Office, and the University of South Carolina Office of Sponsored Awards Management. To facilitate such support, the University will serve as the contracting authority. Further, the Office of Sponsored Awards Management and the USC Aiken Sponsored Research Office will assist in the preparation of proposals and otherwise assist in locating interested sponsors. No commitment to an outside agency which involves University participation may be made by individuals without the concurrence of a signatory authority of the University. Proposals for outside funding should be submitted on the USC Electronic Research Administration (USCeRA) website <https://sam.research.sc.edu/USCera>. Proposals automatically will be routed for necessary University approvals. The University will contribute to sponsored research when the work involved is significant to the University purpose.

Contract and Grant Administration

Each research, training, or special project which is sponsored is assigned a named individual of the faculty or staff who is designated principal investigator or project director. Normally, this is the person who conceived and proposed the activity resulting in a grant or contract. The principal investigator or project director may not be changed without the approval of the sponsor and the University. The principal investigator or project director is responsible for the technical direction of the project and for making all technical reports required. This person is also responsible for administration of all direct funds allocated to the project and for compliance with the terms and conditions of the grant or contract.

The Office of Sponsored Awards Management will assist the principal investigator in resolving any procedural or administrative questions during the proposal and award stages, including issuing subcontracts, serving as the principal liaison between the University and its sponsors, approving programmatic and budgetary changes to sponsored projects, and facilitating closeout documentation. The USC Aiken Sponsored Research Office assists with these efforts as needed.

The Office of Contract and Grant Accounting is responsible for the accounting and management of all restricted contracts and grants within the University System. This includes setting up accounts, invoicing, filing financial reports, and closing out and deactivating grant accounts. The USC Aiken campus grants accountant will assist with financial aspects of the project during the active life of the project.

Sponsored Programs Administered Through USC Foundations

All sponsored programs administered through a University of South Carolina Foundation must be approved and must follow the procedures established by the University Office of Sponsored Awards Management. [Reference University Policy RSCH 1.02.]

Support for Manuscript Preparation

All word processing and document preparation for grant applications, scholarly papers and books, and creative material should be done by administrative assistants assigned to the college to which the faculty member belongs, at no personal expense to faculty members. Such preparation of grant applications will be done even if the faculty member expects to be financially compensated for participation in the grant. However, if the material to be prepared is intended for publication for monetary gain, the University has no obligation for preparation, postage, or publication expenses unless prior arrangements have been made with the dean or Library Director.

The expenses incurred for reproduction related to grants and to the manuscripts of scholarly papers, books, and creative writing should be funded from departmental budgets (with prior approval by the department head) unless the material to be produced is intended for publication for monetary gain.

Use of Consultants

The University policy with respect to the use of and payment for consultants on funded research and training projects is as follows:

1. The need for services of consultants must be justified in the contract or general proposal approved by the granting agency.
2. The principal investigator will state that the individual consultant selected is the best qualified available considering the nature of the services provided.
3. The principal investigator will also state that the fee is appropriate considering the qualifications of the consultant, his/her normal charges, and the nature of services to be provided.
4. Within the University, consultation is considered to be a part of normal professional duties. However, in unusual circumstances where consulting is across departmental lines or is to be performed at a remote location and is in addition to regular assigned duties, extra compensation may be authorized. In these cases, advance approval of the dean or Library Director and the sponsor is required and the principal investigator will certify as required above (2 and 3).

Research Involving the Use of Human Subjects

USC Aiken is committed to the protection of human subjects involved in research projects pursuant to the institution's responsibilities under state and federal laws. Prior to final administrative approval of research projects requiring the participation of human subjects, the University Institutional Review Board (IRB) must review the research proposal. All research, whether conducted by faculty, staff, or students will require review by USC's Institutional Review Board (IRB).

Certain types of minimal risk research (e.g., anonymous surveys, interviews, observation of public behavior, and record reviews) are exempt from IRB oversight. However, the IRB must determine that the planned activity qualifies for exemption. This determination is made by the Office of Research Compliance, on behalf of the IRB. Exempt research may be undertaken upon approval by the IRB and receipt of a letter of approval from the IRB. Studies involving more risk to subjects require an expedited or full committee review by the IRB. Researchers

should note that the IRB decision is based upon several considerations, including ethics, soundness of science, and benefits to subjects and/or society.

All investigators seeking approval of human subject research must complete a human subjects research application through the Electronic Institutional Review Board Management System (eIRB). Information about eIRB, including IRB policies, guidance, templates, and how to submit an application is available on the IRB website (<http://orc.research.sc.edu/irb.shtml>). Approvals by the IRB are for one year only. Investigators may apply for continuing approval if needed (by filing a Continuing Review application through eIRB).

Responsibilities of the Principal Investigator:

- The principal investigator shall submit the following information through eIRB:
 - The complete research proposal/protocol
 - A project abstract in layman's terms not to exceed one page
 - Informed consent form(s) or cover letter (as appropriate)
 - Survey instruments, questionnaires and subject recruitment materials
- When a student is serving as principal investigator, the faculty advisor/mentor is equally responsible for the ethical conduct of the research. When an application is submitted through eIRB, the system will automatically forward the application to the faculty advisor, who must review and approve the study. Upon approval by the faculty mentor, eIRB will forward the study to the Office of Research Compliance (the administrative office for the IRB).
- The principal investigator must report any changes in procedures, subject pool, consent documents, or recruiting materials to the IRB (by filing an amendment through eIRB). The principal investigator must also report any adverse events or protocol deviations that occur in the course of the research through eIRB. The IRB will determine if any actions are necessary for maintaining approval of the project.

In the event that a principal investigator either fails to submit a project for review, continues with a project after an unfavorable review by the IRB, or fails to comply with the responsibilities of the principal investigator as previously stated, then the principal investigator may be subject to appropriate action by the University, the State of South Carolina, and the federal government. In such cases, the institution assumes no legal liability for the actions of the principal investigator.

Research undertaken for the completion of honors, senior theses or master's theses must be reviewed by the IRB. However, activities involving human subjects that are strictly conducted for the purpose of classroom instruction and educational exercises do not require review by the IRB. If there is any intent to use the data to contribute to generalizable knowledge, there must be IRB review. Classroom activities that involve human subjects should be treated seriously and conducted with respect for the participants even though IRB review is not required. It is the faculty member's responsibility to convey the appropriate principles to his/her students. Faculty are responsible and may be held accountable for the treatment of human subjects in this situation.

When credit is granted in a course for research participation, students must be given a reasonable alternative to participation as research subjects. Research conducted using such a pool of subjects for other than classroom instruction must be reviewed by the IRB.

October 25, 2001 (Assembly)
June 27, 2002 (B.O.T.)
April 27, 2005 (Assembly)
June 23, 2005 (B.O.T.)
March 24, 2006 (Assembly)
June 29, 2006 (B.O.T.)
Summer 2010 (Editorial)
March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)

Care and Use of Laboratory Animals

I. Policy

The University of South Carolina Aiken recognizes that the use of laboratory animals for teaching and research is fundamental to advances in the sciences. The momentum of discovery in the sciences has steadily increased, and the application of this new knowledge has brought incalculable benefits to society. Laboratory animals have played an indispensable role in these advances, and for the foreseeable future will continue to be essential to the success of our research and training programs.

The University recognizes that laboratory animals are sentient creatures. Their use is a privilege accompanied by an ethical and legal obligation for their humane care and handling. Individuals whose work requires them to use animals in research or instruction must understand and be committed to fulfilling the legal and moral responsibilities of such use.

The University endorses the Principles for the Utilization and Care of Vertebrate Animals of the National Institutes of Health; has implemented the recommendations of The Guide for the Care and Use of Laboratory Animals (National Academy Press, 1996); and is complying, and will continue to comply, with the Animal Welfare Act and other applicable laws and regulations concerning the care and use of laboratory animals.

In accordance with the above, particular care is given to the following.

1. All animals used at USC Aiken are lawfully acquired.
2. All animals at USC Aiken will be treated humanely, properly fed and cared for, and their surroundings kept in a sanitary condition.
3. No vertebrate animals shall be used at USC Aiken for research or instruction without prior review and approval by procedures established by the Institutional Animal Care and Use Committee (IACUC). Information on IACUC procedures and policy may be obtained from the IACUC through the Office of the Dean of the College of Sciences and Engineering.
4. Investigators preparing proposals will consider alternative methods which replace, refine, and/or reduce the use of animals. When animals are necessary, the animals selected for a procedure should be of an appropriate species and the minimum number required to obtain valid results.

5. Anesthetics and analgesics appropriate to the experimental design will be used to eliminate unnecessary pain or distress during scientific procedures. The post-operative care of animals shall be such as to minimize discomfort and pain.
6. Students using animals for their education in the advancement of science shall work under the direct supervision of an experienced teacher or investigator.
7. At the conclusion of the observations, if euthanasia is necessary, only methods approved by the Institutional Animal Care and Use Committee (IACUC) shall be used.
8. The IACUC, composed of experienced scientists, professional staff including a veterinarian trained in lab animal medicine, and at least one individual not affiliated with the University and representing community concerns, meets on a regular basis and reviews the policy pertaining to laboratory animal use at the University of South Carolina Aiken.

II. Procedure

IACUC is responsible for the administration and oversight of animal care at USC Aiken. It is the responsibility of the principal investigator to submit the required information to the IACUC.

January 13, 2005 (USC)
July 18, 2007 (FAC)
March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)

[Reference the following University Policies:
RSCH 5.04 Protocol for Reporting Misuse of Animals
RSCH 5.05 Inspection of USC Animal Facilities by Non-USC Personnel]

CONFLICTS OF INTEREST

The University has adopted the principles of the December 1964 joint statement of the ACE-AAUP entitled On Preventing Conflicts of Interest in Government-Sponsored Research at Universities. The Office of Sponsored Awards Management, upon request made through a department head, will consider all suspected conflicts of interest in the area of grants and research. Should any conflict of interest be indicated, the individual concerned will be contacted in order to clarify and/or rectify the situation. In addition, the Office of Sponsored Awards Management will be available for advice and assistance with regard to consulting agreements or potential conflicts of interest.

INTELLECTUAL PROPERTY POLICY

This policy addresses the rights to, interests in, and protection and transfer of intellectual property created by University of South Carolina faculty, staff, and students. The policy is intended to encourage and reward research and scholarship that results in the creation of intellectual property, and to recognize the rights and interests of the inventor or creator, the public, the external sponsor, and the University. It is acknowledged that the public and the University derive significant benefit from such creative activities and it is, therefore, in the University's interest to reward such activities.

I. GUIDANCE

This section provides guidance to faculty, staff, students, and administrators concerning the intent, goals, and interpretation of this policy and includes definitions of key terms or phrases.

A. Basic Principles

The following principles are intended to serve as a guide to this policy's interpretation and application.

1. Academic Freedom and Preeminence of Scholarly Activities

The academic missions of teaching and scholarship have preeminence and this policy is not intended to diminish the right of faculty members to disseminate the results of their research and creative activity for scholarly purposes. However, it is generally in the best interest of the inventor/creator and the University to identify and protect the by-products of scholarly activity that may have commercial value. Accordingly, the inventor/creator is obligated to disclose such by-products to the University in a timely fashion.

2. Equity and Fair Play

This policy applies to all faculty, staff, and students equally, whether or not a particular intellectual property is patentable, and regardless of the specific characteristics of a given discipline, or the level of funding, facilities, or technical support available for the creative effort. Under the principle of fair play, it is intended that the inventor/creator and the University will mutually cooperate and that no one will be allowed to deliberately create or exploit inadvertent exceptions to this policy to his or her own advantage. If, in a given instance, it is suspected that this principle of fair play has been violated, the policy contains within it a procedure for redressing the grievances of that particular case.

3. Mutual Trust and Good Will

In the event of future controversies regarding the rights to intellectual property, the transfer and commercialization of a particular property, or the interpretation of this policy, all parties should know that mutual trust and good will were fundamental tenets in forging the policy and that all members of the University community should be guided in their actions by those tenets.

4. Faculty Governance and Review

Faculty members, through their majority representation on the Intellectual Property Committee (IPC), play a primary role in the establishment and periodic revision of this policy, and in the review and recommendation of dispute resolutions arising under it. As referenced in this policy, and outlined in greater detail in the *Faculty Manual*, the IPC is established by the Faculty Senate, it has a majority of members who are faculty, and it is chaired by a faculty member.

5. Mutual Participation in Licensing Decisions

The inventor/creator shall play an active role in the entire licensing process, particularly in cases where the inventor has no external financial interest in the licensee. Where the inventor has external interests in the licensing of a property,

participation in licensing decisions shall be consistent with state and federal conflict of interest regulations and University policy.

B. Definitions

1. Intellectual Property

The term “intellectual property” as used herein is broadly defined to include inventions, discoveries, know-how, show-how, processes, unique materials, copyrightable works, original data and other creative or artistic works that have commercial value. Intellectual property includes that which is protectable by statute or legislation, such as patents, copyrights, trademarks, service marks, trade secrets, mask works, and plant variety protection certificates. It also includes the physical embodiments of intellectual effort, for example, models, machines, devices, designs, apparatus, instrumentation, circuits, computer programs and visualizations, biological materials, chemicals, other compositions of matter, plants, and records of research.

2. Invention

The term invention as used in this policy, shall mean any inventive idea and/or its reduction to practice which relates to: new processes or methods of producing a new and useful industrial result; any composition of matter, including chemical and biological compounds; any new devices; any new plant; any new design in connection with the production or manufacture of an article; any new computer hardware and/or software programs; any knowledge supporting these inventive ideas, systems, devices, compositions, programs or processes; and any new use or improvement of existing systems, devices, compositions, programs or processes.

3. Creator (of intellectual property)

The creator is an individual or group of individuals who make, conceive, reduce to practice, author, or otherwise make a substantive intellectual contribution to the creation of intellectual property. “Creator” includes the definition of “inventor” used in U.S. patent law and the definition of “author” used in the U.S. Copyright Act.

4. Reduction to Practice (of an invention)

Reduction to practice involves creating the necessary conditions in which the idea or design of an invention can be practically realized or made to work. It is the movement of an idea or design from theory to practice.

5. Owner (of intellectual property)

The owner is the entity (person or organization) that owns the intellectual property. The owner may be the inventor/creator or, more commonly, it is an organizational entity that supported the inventor/creator’s work by providing resources, facilities, or salary.

6. Assignment (of ownership)

The act of transferring to another all or part of one’s property, interest, or rights.

7. Scope of Employment

The range of activities encompassed by one's employment. 'Scope of employment' refers to those acts done while performing one's job.

8. Substantial Use (of university resources or facilities)

The term "substantial use of University resources" means use of University funds, programs, equipment, space or other physical assets that goes above and beyond those customarily and currently provided to employees as part of their ordinary conditions of employment. In general, the use of University funds or external funds administered through the University, the use of students or employees as support staff to develop the work, or the use of specialized or unique facilities, laboratories, and equipment, or other special subventions provided by the University, would be construed as "substantial use" unless specifically approved as an exception. The University does not construe the use of ordinary office space, library facilities, ordinary access to personal computers and networks, or salary, as constituting "substantial use."

9. Royalties

Royalties are compensation for rights in intellectual property and are usually expressed as a percentage of revenue received by the licensee from sales of a product.

II. INTELLECTUAL PROPERTY DEVELOPMENT AND TECHNOLOGY TRANSFER

A. Relation to the University's Mission

The University recognizes that one aspect of its mission, as a public institution devoted to teaching, research, and service, is the application of knowledge to problems of general public interest. Therefore, the University encourages and rewards activities on the part of its faculty, staff, and students that may lead to the development of intellectual property and to the transfer of beneficial technologies to the private sector.

B. Objectives

The objectives of the intellectual property management activities of the University are: (a) to help attract resources to support its faculty, staff, and students in activities that may lead to intellectual property development; (b) to provide services to faculty, staff, and students to enable them to identify and protect intellectual property; (c) to facilitate, in cooperation with the inventor/creator, the efficient transfer of technology from the University to the private sector in service of the public interest; and (d) to promote local and national economic development.

C. Intellectual Property Office (IPO)

It is the University's policy to maintain and support an Intellectual Property Office (IPO) with a full-time director. The IPO's mission is to help University faculty, staff, and students identify, protect, and commercialize intellectual property assets so that these assets can be used to benefit society and to spur regional and national economic development. The IPO shall follow the mandates of the Bayh-Dole Act. The Bayh-Dole Act enables the University to retain the entire right, title, and interest in government funded inventions to universities and businesses operating with federal contracts for the purpose of further development and commercialization.

D. Intellectual Property Committee (IPC)

It is the University's policy to maintain and support the Intellectual Property Committee (IPC). As described in the *Faculty Manual*, the IPC is a standing committee of the Faculty Senate. The University acknowledges the IPC as the advisory body to the IPO, the Chief Research Officer, and the Provost, on all matters involving intellectual property. The University makes use of the IPC from time to time to review intellectual property management and technology transfer policies and procedures and to make recommendations to the Chief Research Officer regarding potential revisions to those policies and procedures. The University also acknowledges the IPC as the University body charged with overseeing the rights and obligations of USC faculty, student, and staff inventors/creators, and with recommending resolutions to disputes regarding the interpretation of those rights and obligations.

III. INTELLECTUAL PROPERTY PROCEDURE

A. Disclosure of Intellectual Property

In order for the University to identify, protect, and commercialize intellectual property that emanates from the work of its faculty, staff, and students, it is University policy that the inventors shall disclose all intellectual property in confidence to the University. Public release in any form, such as publication in a peer reviewed journal, presentation at a professional meeting or seminar, or press release, may have the effect of consigning the intellectual property to the public domain, thereby precluding the University and the inventor from pursuing patent protection. Therefore, such disclosures must be made promptly and prior to any public release of information about the invention.

B. Ownership

The University owns all intellectual property that is conceived or reduced to practice by University faculty, staff, or students as a result of (a) research that makes substantial use of USC resources or facilities, (b) activities that fall within the inventor's scope of employment with the University, whether or not USC resources or facilities are used, or (c) work supported by funds that are administered through USC. In cases where an inventor believes that an invention was conceived or reduced to practice independently of USC, the University makes available a procedure wherein the inventor can make a claim of ownership. The IPC serves as the body from which the inventor or the IPO can obtain an impartial review regarding issues of ownership.

C. IPO Due Diligence

The University IPO shall use "due diligence" in assisting faculty, staff and student inventors, to protect and commercialize intellectual property developed as part of their association with the University. The University's due diligence obligation shall include a review of requirements of sponsorship agreements, if any, a preliminary market analysis, and an explanation of options for commercialization. The IPO shall provide ongoing feedback to the inventor about University actions relative to the status of the invention.

D. Options for Commercialization

In general, the University provides the following options for the commercialization of a technology as noted below. After consultation with the inventor, the IPO will choose the option. The option chosen is intended to be that which best serves the mission of

the University, including the objectives of this policy, and which is consistent with the available technology transfer resources of the University. Preferences expressed by the inventors are actively sought and given strongest consideration. Options for commercialization include but are not limited to the following:

1. Licensing Third Parties

The University may license University-owned intellectual properties to external entities for further development and commercialization. The University will bear the costs of licensing the intellectual property. If the IPO cannot, or decides not to, proceed in a timely manner to patent and/or license an invention, the IPO may reassign ownership to the inventors upon their request and to the extent possible under the terms of any agreements that supported or related to the work.

2. Licensing Business Entities in Which an Inventor Holds an Ownership or Management Interest

The University may enter into license agreements with business entities in which the inventor holds an ownership interest. Such licenses will be comparable to those negotiated with unrelated third party licensees. The terms may include royalty payment, equity interest, or a combination thereof, as consideration to the University of South Carolina Research Foundation for the license. The emphasis in structuring license agreements with inventor-employee start-up companies will be on helping the company become viable. Where the inventor-employee chooses to accept the expense and risk of protecting and marketing the technology in lieu of using the University's resources and services to do so, terms that reflect the inventor's increased acceptance of responsibility and risk will be acceptable to the University. The IPO will maintain guidelines applicable to faculty or other university employees interested in starting such a company.

3. Reassignment of Ownership to Inventors

Subject to the provisions described below, if the inventors wish to market, protect, and license intellectual property on their own with minimal University involvement, the University may reassign its right of ownership to the inventor(s). Normally, where the intellectual property is to be commercialized via a business in which the inventor holds a financial or management interest, the option described in 2, above would be used. The assignment shall be subject to the terms of any agreements that supported the related work. The return to the University for a reassignment of ownership will consist of recovery of any University patent and licensing expenses and up to 15% of royalties, equity, or other value received by the inventor(s) through subsequent licensing or reassignment. In exceptional cases, the Chief Research Officer in consultation with the appropriate school or college may make modifications in this rate of return.

E. Distribution of Revenue from Royalties or Sale of Equity Interest

In cases where the University of South Carolina is the owner of the intellectual property, it is the University's policy to distribute a substantial portion of net revenues to the faculty, staff, or student inventors/creators as personal income.

1. Goals of Revenue Distribution

The University's goals for revenue distribution are: (a) to create a strong incentive for faculty participation in technology transfer activity by providing revenues for the continued support of inventor/creator(s)' research, (b) to support further investment in research and educational activities generally, (c) to share revenues

directly with inventor/creator(s) in the form of personal or bonus income, and (d) to fulfill the obligations of federal regulations. It is the University's intent to encourage intellectual property development and technology transfer activities.

2. Revenue Distribution Plan

The University shall maintain a revenue distribution plan that is comparable to those of other universities of equivalent size, nature, and scope. Accordingly, after recovery of University expenses, including those for patent protection, marketing, development, and licensing, the inventor/creator's share of aggregate net revenues resulting from royalties and/or sale of equity interests will be 40%. The Chief Research Officer will determine how the remaining 60% will be distributed.

F. Ownership Claims of the Inventor

In cases where an inventor believes that his/her invention was conceived or reduced to practice independently of the University, the inventor can submit such claims to the IPO as part of the standard disclosure process. In claiming ownership, the burden of proof is with the inventor to document that (a) the invention was not conceived or reduced to practice as part of an activity within the inventor's scope of employment as a University employee, (b) it was conceived and reduced to practice on his/her own time, and (c) the inventor did not make substantial use of University resources, facilities, or grant funds administered by the University. Grounds for ownership claims may also be based on documentation from the inventor that the University did not uphold its due diligence obligations to pursue commercialization in a timely fashion as described in Section III.C.

1. Documenting a Claim of Ownership

In support of his/her ownership claim, the inventor shall submit to the IPO at the time of disclosure all relevant documentation, which may include the following University documents:

- a) An approved "Outside Professional Activity Form" in the case of faculty inventors (or equivalent form in the case of staff). This form indicates that the work was performed as an approved outside professional or consulting activity without substantial use of USC facilities or resources. The form should be signed by the inventor's University supervisor. In the case of faculty, the form should be signed by the relevant department chair and dean.
- b) A "Conflict of Interest Form" in the case of faculty inventors (or equivalent form or statement in the case of staff or students). This form provides evidence that work on the invention is not in conflict with the inventor's position, affiliation, scope of employment, or work role at USC.
- c) A signed statement from the inventor declaring that the invention is not dependent on work previously carried out at USC. This statement should document that the invention is not dependent on work previously carried out by the inventor or others at USC, whether or not such work was previously disclosed, and that it is not within the inventor's normal scope of employment or role as a USC faculty member, employee, or student.
- d) Other relevant documentation may be submitted as appropriate to the circumstances.

2. Review Procedure

Upon receipt of supporting documentation, the ownership claim will be promptly reviewed by the IPO.

- a) If the IPO believes that the inventor has a valid claim of ownership, the IPO Director assigns ownership in writing to the inventor. If the IPO disputes the inventor's claim of ownership, the inventor can either (a) accept the IPO decision, in which case the University retains ownership, or (b) obtain a review of the case by the IPC.
- b) Review. If the inventor opts for an IPC review, both the inventor and the IPO Director must immediately submit all relevant documentation to the IPC. The IPC then reviews the documentation, conducts a hearing if necessary, and renders a recommendation, usually within 30 working days after receipt of all documentation. The IPC can recommend (a) that the original IPO decision be upheld with the University retaining ownership, or (b) that ownership be assigned to the inventor. In either case, the IPC Chair communicates the Committee's recommendation in writing to both the inventor and the IPO. If the IPC finds in favor of inventor ownership, the IPO Director then can either (a) accept the IPC's recommendation and assign ownership to the inventor, reversing the original decision, or (b) let the original decision stand. If the IPO chooses to let the original decision stand, the inventor then has the right to appeal that decision as described in paragraph (c), below.
- c) Appeal. Following review and recommendation of the IPC, the inventor may appeal the matter to the Chief Research Officer and the Provost. The Chief Research Officer and Provost will then promptly review all documentation, render a joint decision, and communicate their decision in writing, usually within 30 working days, to the inventor, the IPO Director, and the IPC Chair. The joint decision of the Chief Research Officer and Provost is final. In unusual or difficult cases where the Chief Research Officer and Provost cannot agree on a resolution, the President shall be consulted and will serve as the tie-breaker.

- G. The review and appeals process described in section III.F.2, above, will be used by both the inventor/creator and/or the IPO for resolving any disagreements concerning intellectual property, whether or not those disagreements pertain to ownership. For example, issues may arise regarding the further development, sponsorship, or licensing of intellectual property, where ownership is not under dispute.

IV. COPYRIGHT POLICY

A. General Policy Statement

Copyright is the ownership and control of the intellectual property in original works of authorship, which are subject to copyright law. It is the policy of the University that all rights in copyright shall remain with the creator unless the work (a) is an institutional work or is a work-for-hire (and copyright vests in the University under copyright law), (b) is supported by a direct allocation of funds through the University for the pursuit of a specific project, (c) is commissioned by the University, or (d) is otherwise subject to contractual obligations.

B. Books, Articles, and Similar Works, Including Unpatentable Software

In accord with academic tradition, except to the extent set forth in this policy, the University does not claim ownership to pedagogical, scholarly, or artistic works,

regardless of their form of expression. Such works include those of students created in the course of their education, such as dissertations, papers, and articles. The University claims no ownership of popular nonfiction, novels, textbooks, poems, musical compositions, unpatentable software, or other works of artistic imagination, which are not institutional works or the services of University non-faculty employees working within the scope of their employment.

C. Institutional Works

The University shall retain ownership of works created as institutional works as described in Section IV.A of this policy. However, creators/authors may request copyright contracts for institutional works containing provisions that allow the creator to retain ownership or hold joint ownership with the University for a specified period of years, or otherwise address copyright ownership as between the creator and the University. Institutional works include works that are supported by a specific allocation of University funds or that are created at the direction of the University for a specific University purpose. Institutional works also include works whose authorship cannot be attributed to one or a discrete number of authors, but rather result from simultaneous or sequential contributions over time by multiple faculty and students. For example, software tools developed and improved over time by multiple faculty and students where authorship is not appropriately attributed to a single or defined group of authors would constitute an institutional work. The mere fact that multiple individuals have contributed to the creation of a work shall not cause the work to constitute an institutional work.

Institutional works shall belong to the University, unless there is a contract between the creator and the University providing otherwise, and shall be handled under the same procedures outlined above for patents.

April 26, 2005 (USC)
July 18, 2007 (FAC)
February 29, 2016 (Assembly)
June 24, 2016 (B.O.T.)

4.4 SERVICE

University and Community Service Academic Processions and Regalia Professional Society Participation and Support Political Activity

UNIVERSITY AND COMMUNITY SERVICE

Involvement in service to the University and/or in professional service to the community is an area of responsibility for USC Aiken faculty. Activities in this area of faculty obligation may include part-time administrative duties, active involvement in university affairs, service on campus and system committees, advisement of student organizations, and/or professional participation in community organizations. USC Aiken is also part of a larger community and, as such, is a vital catalyst for growth in the Central Savannah River Area. Faculty members of the University should apply their academic talents, where possible, to help in realizing the role of USC Aiken as a center of scholarly and professional expertise for the community.

ACADEMIC PROCESSIONS AND REGALIA

Faculty members are expected to be present in proper academic regalia for official academic functions. Full-time faculty are required to participate in the May Commencement, December Convocation, Freshman Convocation (August), and Academic Convocation (April). The dean or Library Director should be notified if an emergency should arise which prevents a faculty member from participating. Arrangements to purchase or rent academic regalia may be made through the campus bookstore.

March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)

PROFESSIONAL SOCIETY PARTICIPATION AND SUPPORT

The following policies are established in regard to USC Aiken's support for faculty who serve terms as officers or committee chairpersons of professional organizations.

1. Processing of letters, notices of meetings, and other typing related to the position held in the professional organization should be done by the departmental administrative assistant. Enough lead time should be allowed so that this typing does not interfere with routine clerical duties.
2. If an organization has a telephone budget, all long-distance calls should be charged to the organization. If the organization has no funds budgeted for telephone charges, long-distance telephone privileges will be granted, but calls should be limited to keep cost to USC Aiken to a minimum. The dean or department chair, as appropriate, should be informed of these charges for accounting purposes.
3. Building use is permitted for authorized meetings of professional organizations, but approval must be secured each time from the office responsible for assigning the area desired. Under no circumstances may the activities of professional organizations preempt regularly scheduled classes or laboratories.

4. Postage should be paid by the society or organization, not USC Aiken.
5. The use of USC Aiken letterhead and the name of the University in the identification of one's affiliation in a professional organization is allowed. USC Aiken funds and other resources are not typically available to a faculty member engaged in civic organizations or public advocacy organizations.
6. Photocopying of above listed letters and notices is normally allowed. If an organization has a printing allocation, USC Aiken will prepare a bill for the responsible faculty member. If the organization has no allocation, the cost of duplication should be charged to the departmental budget of the faculty member involved, with prior approval of the dean or department chair.

POLITICAL ACTIVITY

Full-time employment with the University of South Carolina is a time-consuming responsibility. The University, therefore, does not encourage outside employment for compensation, political or non-political, which does not effectively contribute to professional advancement and correlate usefully with University work. However, as responsible and interested citizens in their communities, faculty and staff members of the University should fulfill their civic responsibilities and should engage in the normal political processes of our society. With the consent of the President and the approval of the Board of Trustees, any faculty or staff member may seek election to hold public office providing such action will not interfere with his/her normal duties or present a conflict of interest. The University President, Secretary or Treasurer must request approval from the Board of Trustees. The candidacy must be approved in advance and prior to announcement for public office following confirmation that there is no conflict of interest between this activity and the responsibility of the individual to the University and the State of South Carolina.

If it is determined that such candidacy and/or election is in basic conflict with the faculty or staff member's normal duties, the President may require the employee to obtain a leave of absence without pay or to resign before announcing for the office.

No University or other government personnel, equipment, materials, or facilities may be used in an election campaign.

It is understood that in general, because of their responsibilities to the institution, full-time faculty will not engage in statewide campaigns, nor manage statewide campaigns, nor seek political positions which pay compensation.

SECTION 5.0

Regulations, Policies and Procedures

5.1 EMPLOYMENT PRACTICES

- Equal Opportunity Policy
- Nepotism Policy

5.2 FACULTY APPOINTMENT POLICIES AND PROCEDURES

- Academic Rank
 - Full-Time Faculty Appointments
 - Tenure-Track Appointments
 - ProfessorAssociate Professor
 - Assistant Professor
 - Professional-Track Appointments
 - Senior Instructor
 - Instructor
 - Part-Time FacultyAppointments
 - Selection of Department Chairs
 - Selection of Deans or Library Director
 - Internal Faculty Appointments (Academic Administrative)
 - Post-Doctoral Fellows
 - University Affiliates
 - Emeriti FacultyChange of Status to Tenure-Track Faculty

5.3 USC AIKEN ENDOWED CHAIRS

5.4 CONTRACTUAL MATTERS

- Terms of Employment
- Summer Employment
- Dual Employment
- Outside Professional Activities Policy
- Off-Campus Assignment
- Teaching Load
 - Overload Teaching for Faculty
 - Load Reduction (Independent Study Direction)

5.5 TERMINATION OF APPOINTMENTS

- Termination of Probationary Appointments
- Termination of Tenured Faculty

Procedure for Termination of Tenured Faculty (for Cause)
Procedure for Termination of Tenured Faculty (Financial
Exigency or Reduction in Program or Instructional Unit)

5.6 PROMOTION AND TENURE POLICY

5.7 FACULTY EVALUATION

Annual Performance Evaluation
Post Tenure Review

5.8 FACULTY SALARY POLICIES AND PROCEDURES

Merit Raises
Promotion Raises
Raises Following Successful Completion of Post Tenure Review
Administrative Supplements

5.9 FACULTY GRIEVANCE POLICY

5.10 SEXUAL HARASSMENT POLICY

5.11 DISCRIMINATORY HARASSMENT

5.1 EMPLOYMENT PRACTICES

Equal Opportunity Policy Nepotism

EQUAL OPPORTUNITY POLICY

[USC Policy EOP 1.00]

I. Policy

- A. This document sets forth the University of South Carolina policy for equal opportunity and affirmative action for academic and non-academic personnel matters and the education of students, pursuant to the South Carolina Human Affairs law and applicable federal laws and regulations pertaining to affirmative action and equal employment opportunity in educational opportunities and access.
- B. Affirmative action and equal education and employment opportunity are integral parts of the mission and purpose of the University of South Carolina. The University has established the goal that the proportion of black employees and white female employees should be equal to their representation in the relevant labor markets for faculty, administrative, professional and non-academic positions.
- C. It is the policy of the University of South Carolina to recruit, hire, train, promote, tenure, and otherwise make educational and personnel decisions without regard to race, color, religion, sex, gender, national origin, age, disability, sexual orientation, genetics, or veteran status (except where sex, gender or age is a bonafide occupational qualification).
- D. Administrative Responsibility
 - 1. The President, operating through the Office of Equal Opportunity Programs, and with the best efforts of all faculty, staff, and administrators, has overall responsibility for compliance with federal and state laws and regulations governing affirmative action and equal opportunity.
 - 2. The Executive Assistant to the President for Equal Opportunity Programs advises the President and other administrative officers in matters of policy related to affirmative action, equal employment opportunity, and educational access and opportunity.
 - 3. Affirmative Action Coordinators are appointed for each campus by the Chancellor or Dean of the campus. The Affirmative Action Coordinators work in conjunction with the Office of Equal Opportunity Programs on all matters relating to affirmative action, educational access/opportunity and equal employment opportunity.
 - 4. The Executive Vice President for Academic Affairs and Provost and the chief academic officer for each campus bear primary responsibility for the attainment of affirmative action goals for academic employees and for ensuring that policies, procedures, and practices within the academic area are consistent with federal and state equal employment opportunity, and educational access/ opportunity laws, rules, and regulations.

5. The Vice President for Human Resources and the human resources officer on each campus bear primary responsibility for the attainment of affirmative action goals for administrative and staff employees and for ensuring that policies, procedures, and practices within those areas are consistent with federal and state equal employment and affirmative action laws, rules, and regulations.
6. The Secretary of the Board of Trustees ensures that all contracts signed in the name of the University contain affirmative action/equal employment opportunity terms and conditions as required by state and federal laws, rules, and regulations.
7. The Department of Facilities ensures that all contract work related to capital expenditure building projects meets federal and state requirements established for contracting firms in the university's affirmative action program and equal employment opportunity policy.
8. The Vice President for Finance and Planning is responsible for a purchasing program that includes consideration of firms operated by women and minorities, and for ensuring that all vendors doing business with the University are aware of the University's compliance with federal and state EO/AA policy.
9. All other administrators, faculty, and staff within the University who have responsibility for employment and promotion decisions have responsibility for compliance with the equal opportunity/affirmative action program within their area of responsibility. Performance reviews of administrators and hiring supervisors must include consideration of their progress toward meeting equal opportunity/affirmative action goals.
10. The Affirmative Action Advisory Committee advises the President, the Executive Assistant to the President for Equal Opportunity Programs, and other key administrators on matters of equal employment opportunity and affirmative action.

II. Procedure

A. Dissemination of Policy

1. At the beginning of each academic year, the Equal Opportunity and Affirmative Action policy is reaffirmed in a memorandum from the President to all employees within the University of South Carolina. This memorandum addresses the obligations of hiring officials to carry out the University's policies and procedures on affirmative action and equal employment opportunity.
2. The Equal Opportunity and Affirmative Action policy is addressed at departmental, administrative, and other staff meetings.
3. The Executive Assistant to the President for Equal Opportunity Programs or campus affirmative action coordinator ensures that copies of equal employment opportunity posters are prominently displayed in strategic locations on all campuses.
4. The University's Affirmative Action Plan is available for inspection in the Office of Equal Opportunity Programs and the Thomas Cooper Library on the Columbia campus.
5. New employee orientation programs include information on the University's Equal Opportunity and Affirmative Action policy and program.

6. The Equal Opportunity and Affirmative Action policy applies to all campuses of the University and is available to all employees online at <http://www.sc.edu/policies>.
7. Training for supervisors includes a segment on the supervisor's role in promoting and implementing the University's Equal Opportunity and Affirmative Action policy and plan. Particular attention is paid to the supervisor's responsibility in the recruitment of new employees.
8. The Director of Printing and Publications ensures that the following statement is included in all bulletins, catalogs, application forms, and formal announcements distributed by the University: "The University of South Carolina does not discriminate in educational or employment opportunities or decisions for qualified persons on the basis of race, color, religion, sex, gender, national origin, age, disability, sexual orientation, genetics, or veteran status. The University of South Carolina System has designated as the ADA and Section 504 Coordinator, the Executive Assistant to the President for Equal Opportunity Programs."
9. The Executive Vice President for Academic Affairs and Provost, the chief academic officer for each campus, and the Vice President for Human Resources ensure that all employment advertising includes the notation: "The University of South Carolina is an affirmative action/equal opportunity institution. Women and minorities are encouraged to apply."
10. The Vice President for Finance and Planning and the Department of Facilities are responsible for ensuring that contractors, subcontractors, and vendors are advised, in writing, of the University's responsibilities under the affirmative action program and that the equal opportunity clause stated in paragraph 9 is incorporated in all purchase orders, leases, and contracts.

B. Faculty Personnel

The Executive Vice President for Academic Affairs and Provost or chief academic officer on each campus must ensure that all faculty vacancies are filled in a manner that complies with all affirmative action/equal employment opportunity requirements.

All candidates for faculty positions must be considered on the basis of qualifications without regard to race, color, religion, sex, gender, national origin, age, disability, sexual orientation, genetics, or veteran status.

1. Recruitment – In cooperation with the Executive Assistant to the President for Equal Opportunity Programs or campus affirmative action coordinator, the responsibility of each unit head is:
 - a) to use their best efforts to see that qualified women and minorities are part of the applicant pool.
 - b) to advertise faculty vacancies in professional journals and other appropriate publications to reach qualified minorities and women. Advertisements must carry the statement: "The University of South Carolina is an Affirmative Action/Equal Opportunity Institution. Women and minorities are encouraged to apply."
 - c) As vitae are received, the hiring department must provide the EEO Data Reporting form to each candidate. This information is needed to complete

state and federal reports and is an indicator of advertising and recruitment effectiveness. The EEO Data Reporting Form must bear the return address of the Office of Equal Opportunity Programs or the affirmative action coordinator of the campus.

- d) At the conclusion of the recruitment and selection process, the hiring department notifies the Office of Equal Opportunity Programs or the campus affirmative action coordinator to return the EEO Data Reporting forms so the department may prepare the EEO Summary of the Process of Recruiting.
- e) The unit head may refuse to approve an appointment until reasonable steps have been taken to seek women and minorities for vacancies in departments in which protected classes are underutilized. The unit head may require the search to be reopened or may review documentation of the search process.

March 20, 2017 (Faculty Assembly)

June 23, 2017 (Board of Trustees)

2. Candidate Materials

- a) Vitae and other materials submitted by candidates in the course of a faculty search must be maintained by the hiring department for three years. In the event a complaint is filed, all supporting documentation must be retained until the complaint has been resolved.
- b) A copy of all faculty position advertisements must be provided to the Office of Equal Opportunity Programs or campus affirmative action coordinator at the beginning of each search.
- c) Applicant flow data for faculty positions is analyzed annually by the Office of Equal Opportunity Programs to determine discriminatory trends, if any, and to work with departments to correct disparities.

3. Hiring – Deans monitor department chairs in the following affirmative action/equal employment areas:

- a) to ensure hiring decisions concerning title and rank are based on the individual's qualifications relative to advertised requirements for the position.
- b) to ensure hiring decisions are not influenced by unsupported assumptions about an individual's willingness or ability to relocate because of sex or race.
- c) to ensure that departments who hire their own graduates provide equal consideration to all qualified graduates without regard to race, color, religion, sex, gender, national origin, age, disability, sexual orientation, genetics, or veteran status.
- d) to ensure that no preferential appointments are made of unqualified candidates over qualified candidates.
- e) A faculty member who fills a position on a visiting, interim, or temporary basis cannot be appointed to the position on a permanent basis without participating in a search.

4. The Executive Vice President for Academic Affairs and Provost or campus chief academic officer has final approval on all faculty appointments.

5. Compensation

- a) Compensation for faculty positions is determined in a manner free from unlawful discrimination.
- b) Rank and salaries of partner employees is based on non-discriminatory criteria applied separately to each individual's qualifications.

6. Tenure and Promotion

Candidates for tenure and/or promotion are considered without regard to race, color, religion, sex, gender, national origin, age, disability, sexual orientation, genetics, or veteran status.

7. Sabbatical Leave

Applications for sabbatical leave are considered without regard to race, color, religion, sex, gender, national origin, age, disability, sexual orientation, genetics, or veteran status.

8. Leave Policies

The University does not discriminate in the application of leave policies.

- C. Administrative and Staff Employees

The Vice President for Human Resources bears primary responsibility for the attainment of EO/AA goals for administrative and staff employees.

1. Recruitment

- a) Applicants are considered by qualifications only, without regard to race, color, religion, sex, gender, national origin, age, disability, sexual orientation, genetics, or veteran status.
- b) All full-time equivalent positions are advertised on the University website: <http://USCjobs.sc.edu>.
- c) All classified staff vacancies are listed with the South Carolina Employment Security Commission and the South Carolina Office of Human Resources, as required by law.
- d) Four-year and regional campuses advertise their classified staff vacancies on the University website at <http://USCjobs.sc.edu>, and with the local Employment Security Commission office and in local newspapers as appropriate. All advertisements must carry the statement: "The University of South Carolina is an Affirmative Action/Equal Opportunity Institution. Women and minorities are encouraged to apply."

2. Applications

- a) Applications for classified staff positions are received online through USC Jobs. Hiring supervisors have access to the application information for all qualified applicants.
- b) Applicants are considered on the basis of qualifications listed in the job advertisement without regard to race, color, religion, sex, gender, national origin, age, disability, sexual orientation, genetics, or veteran status (except where sex or age is a bonafide occupational qualification).
- c) The department interviewing the applicants must indicate the successful applicant and record the reasons for non-selection of other applicants. The campus employment office must maintain files on all applicants for three years. In the event a complaint is filed, all supporting documentation must be retained until the complaint has been resolved.

3. Hiring - Department directors monitor hiring supervisors in the following equal opportunity/affirmative action areas:

- a) ensuring that hiring decisions are based only on the applicant's qualifications for the job as described in the job advertisement.
- b) ensuring that hiring decisions are not influenced by unsupported assumptions about an individual's willingness or ability to relocate because of race or sex.
- c) ensuring that no preferential appointments of unqualified applicants over qualified applicants are made.

4. Compensation

- a) Compensation for classified staff is established by the South Carolina Office of Human Resources through the classification system.
- b) The Division of Human Resources, in conjunction with the South Carolina Office of Human Resources, conducts periodic reviews of job descriptions of classified employees to identify and correct inequities in classification levels.

5. Promotions and Transfers

- a) The Division of Human Resources and the human resource contacts within each department and campus administer staff promotion and transfer policies in a non-discriminatory manner.
- b) Employees are encouraged to take advantage of online recruitment sources located at <http://USCjobs.sc.edu> to learn of vacancies for which they qualify.

6. Professional Development

The University provides professional development opportunities to University personnel aimed at enhancing their performance. These programs are open to all employees.

7. Leave Policies

The University does not discriminate in the application of leave policies.

D. Administrative Personnel (Unclassified)

1. Recruitment

- a) Recruiting for unclassified administrative vacancies is conducted online and through advertising in professional journals and/or other appropriate publications to reach qualified applicants of both sexes and minorities. Advertisements must carry the notation: "The University of South Carolina is an Affirmative Action/Equal Opportunity Institution. Women and minorities are encouraged to apply."
- b) If a search committee is formed, the composition of the committee is representative of the University as a whole with regard to sex and race. Good faith efforts are made to ensure that women and minorities are included in the applicant pool.
- c) Exceptions to open recruitment may be made for administrative appointments of persons who serve in positions of trust to the University President (i.e., Chief Executive Assistant, General Counsel, etc.).
- d) Applicant flow data for administrative vacancies is analyzed annually by the Office of Equal Opportunity Programs to determine discriminatory trends, if any, and to work with departments to correct disparities.

E. Complaint Procedures for Employees

1. University employees who believe they have been discriminated against because of their race, color, religion, sex, gender, national origin, age, disability, sexual orientation, genetics, or veteran status are encouraged to report their complaint to their immediate supervisor, department head, the EOP Office, the Employee Relations Office in the Division of Human Resources, or any federal or state regulatory agency, i.e., South Carolina Human Affairs Commission (SCHAC), United States Equal Employment Opportunity Commission (EEOC).
2. Complaints of unlawful discrimination reported to any USC official must be promptly reported to the EOP Office. Complaints will be investigated and a determination made as soon as practicable after their receipt.
3. Complaints of illegal discrimination should be brought to the attention of appropriate University officials as soon as possible after an incident has occurred. If the complainant decides to file a complaint with an external agency after an internal review, statutory or regulatory time limits may preclude action by the external agency if the complaint is not filed timely. If a complaint of illegal discrimination is filed with a state (SCHAC) or federal regulatory office (EEOC), (OFCCP), (OCR), or state or federal court, the EOP Office will immediately, upon notice from the state or federal agency or court, cease to process the complaint internally and defer to the state or federal agency/court all rights to process the complaint.

F. Policy of Non-Reprisal

No person will be subjected to restraint, interference, coercion, or reprisal for filing a complaint, serving as a witness, or seeking information regarding the EO/AA program of the University of South Carolina or for seeking information about remedies available to the requestor from external agencies.

III. Affirmative Action

Affirmative action at the University of South Carolina consists of efforts to identify and eliminate barriers to equal employment opportunity. The University takes positive steps to ensure that its policies and procedures provide equal employment opportunities for qualified minorities, women, persons with disabilities, disabled veterans, and Vietnam era veterans.

NEPOTISM POLICY

This section sets forth the University of South Carolina policy concerning the employment, promotion, or discipline of family members, pursuant to Section 8-13-750 of the 1976 South Carolina Code of Laws, as amended, and regulations of the South Carolina Office of Human Resources.

No public official, public member, or public employee may cause the employment, appointment, promotion, transfer, or advancement of a family member to a state or local office or position in which the public official, public member, or public employee supervises or manages.

A public official, public member, or public employee may not participate in an action relating to the discipline of the public official's, public member's, or public employee's family member.

For purposes of this policy, family member means an individual who is:

1. the spouse, parent, brother, sister, child, mother-in-law, father-in-law, son-in-law, daughter-in-law, grandparent, or grandchild; or
2. a member of the individual's immediate family. Immediate family is defined as follows:
 - a) a child residing in a public official's, public member's, or public employee's household; or
 - b) a spouse of a public official, public member, or public employee; or
 - c) an individual claimed by the public official, public member, or public employee or the candidate's, public official's, public member's, or public employee's spouse as a dependent for income tax purposes.

For USC Aiken policy dealing with faculty assigning course grades to family members, see 4.1, Instruction.

October 26, 2009 (Assembly)
June 25, 2010 (B.O.T.)

[Reference: University Policy HR 1.27]

5.2 FACULTY APPOINTMENT POLICIES AND PROCEDURES

Academic Rank
Full-Time Faculty Appointments
Part-Time Faculty Appointments
Selection of Department Chairs
Selection of Deans or Library Director
Internal Faculty Appointments

Post-Doctoral Fellows
University Affiliates
Emeriti Faculty
Change of Status (to Tenure-Track)

ACADEMIC RANK

Academic rank is predicated on academic preparation, professional services, scholarship, and teaching ability. More specific qualifications, expectations, and responsibilities are detailed in Sections 4.1, 5.6, and 8.3. The assignment of academic rank to individuals in visiting, interim, and temporary appointments must be approved by the Executive Vice Chancellor for Academic Affairs.

FULL-TIME FACULTY APPOINTMENTS

TENURE-TRACK APPOINTMENTS

Professor

For appointment at the rank of Professor, a faculty member is expected to hold the earned doctorate or appropriate terminal degree; to offer evidence of outstanding performance in teaching and significant scholarship, and/or professional service; and to have achieved significant recognition in his/her field.

Associate Professor

For appointment at the rank of Associate Professor, a faculty member is expected to hold an earned doctorate or appropriate terminal degree and to offer evidence of effective performance in teaching, scholarship, and professional service.

Assistant Professor

For appointment at the rank of Assistant Professor, a faculty member is expected to hold an earned doctorate or its equivalent and to offer evidence of strong potential in teaching, scholarship, and professional service.

Qualifications and Credentials

Individuals appointed to a tenure-track faculty position must have obtained a terminal academic degree appropriate to the field (normally a doctorate). When authorized by the Executive Vice Chancellor for Academic Affairs, exceptions may be appropriate in certain professional fields for candidates with the clear equivalent in professional experience, or in unusual market situations.

Requests for exceptions to this policy will be forwarded from the search committee through the unit head and the dean to the Executive Vice Chancellor for Academic Affairs for approval before an offer is made to the candidate.

PROFESSIONAL-TRACK APPOINTMENTS

Senior Instructor

Senior Instructor is a regular full-time appointment of a person who holds at least a master's degree or equivalent (as appropriate to the field), has held the rank of Instructor at USC Aiken for a minimum of six years, and has completed the formal annual evaluation process as described in 5.7. Initial appointments may not be made at this rank; appointment must be by promotion from the rank of Instructor through the USC Aiken promotion procedures. A Senior Instructor appointment is on a multi-year basis, and service under such appointment is not considered part of a probationary period for tenure consideration. Continuation in the appointment is based on the availability of funding and on satisfactory performance as determined through annual performance review.

Instructor

For appointment at the rank of Instructor, a faculty member is expected to have earned a master's degree or equivalent (as appropriate to the field), and to offer evidence or promise of competence in teaching and professional service. An Instructor appointment is on an annual or multi-year basis, and service under such appointment is not considered part of a probationary period for tenure consideration. Whether the appointment is annual or multi-year, continuation in the appointment is based on the availability of funding and on satisfactory performance as determined through annual performance review.

Qualifications and Credentials

Individuals appointed to a professional-track faculty position must have obtained a master's degree or equivalent (appropriate to the field). When authorized by the Executive Vice Chancellor for Academic Affairs, exceptions may be appropriate in certain professional fields for candidates with the clear equivalent in professional experience, or in unusual market situations.

Requests for exceptions to this policy will be forwarded from the search committee through the unit head and the dean to the Executive Vice Chancellor for Academic Affairs for approval before an offer is made to the candidate.

Individuals holding professional-track positions are not eligible for tenure, nor can service in such positions be considered part of a probationary period for tenure consideration.

FULL-TIME FACULTY PROCEDURES

When it is established by agreement of the Chancellor and the Executive Vice Chancellor that a vacancy exists, it will be the duty of the unit head, in consultation with the dean and the Executive Vice Chancellor, to initiate the search process. The vacancy will be advertised in accordance with affirmative action/equal opportunity guidelines. Prior to advertising, an A-1 form (Request to Fill Unclassified Position Vacancy) as well as a USC Aiken Form 12 (Request for Position) should be forwarded to the Human Resources Office.

All members of the school/department/library with Faculty Assembly voting rights, except

those who apply for the position, will be offered the opportunity to serve on the search committee, and all those who accept will be allowed to serve. At least three full-time faculty with Faculty Assembly voting rights will serve on the committee. Each search committee will recommend at least one student from within the school/department and at least one full-time faculty member with Faculty Assembly voting rights from outside the school/department/library to serve on each search committee, with the unit head making the final selection in consultation with the dean. The unit head in consultation with the dean will appoint a chair from the school/department/library members of the committee. In the event that late summer hiring requires the constitution of a search committee, the unit head will consult with all available members of the school/department/library.

February 22, 2011 (Assembly)
June 30, 2011 (B.O.T.)

The search committee will meet with the Director of Human Resources (Equal Opportunity Officer) prior to the start of the search process. It is the duty of the search committee to identify candidates and to assemble the necessary information. The committee will observe the following procedures:

1. The position will be advertised in appropriate media. All candidates will be requested to submit the appropriate materials necessary for the review (e.g., vita, transcripts, letters of recommendation, reprints, teaching evaluations, etc.).
2. The chair of the search committee will submit to the unit head, the dean and the Executive Vice Chancellor a brief report on the candidates to be interviewed—including total number of applicants, number of applicants meeting minimum qualifications, brief biography of the top candidates, and confirmation of reference checks. Upon approval, the Executive Vice Chancellor will instruct the chair of the search committee to proceed with interviews in accordance with University search policies.
3. An oral presentation will be required as part of the on-campus interview process.
4. All full-time faculty in the school/department/library (excluding any applicants for the position) will be allowed the opportunity to review the files of those to be interviewed, to participate in the interview process, and to provide to the search committee written assessment of the candidates' strengths and weaknesses.
5. From among those interviewed, the search committee will recommend candidates that it finds acceptable for the position, indicating strengths and weaknesses in writing, and forward to the unit head.
6. The unit head will then provide a recommendation to the dean, along with a copy of the report from the search committee.
7. The dean will discuss the recommendations with the Executive Vice Chancellor, who will provide final approval.

Faculty will possess spoken and written English skills so as to adequately deliver instruction. English fluency will be evaluated for all candidates who are interviewed for USC Aiken teaching positions. Unit heads will be responsible for determining that candidates for part-time and temporary faculty appointments are proficient in spoken and written English. Search committees are responsible for determining that candidates for full-time, permanent appointments are proficient in spoken and written English.

February 25, 2005 (Assembly)

After approval from the Executive Vice Chancellor, either the unit head, or the dean will make the offer of employment. If the offer is accepted, or no suitable candidate is found, appropriate documentation will be forwarded to the Human Resources Office. The search committee chair

will submit the Search Committee Final Report to the Office of Human Resources.

June 23, 1994 (B.O.T.)
October 22, 2004 (Assembly)
June 23, 2005 (B.O.T.)
Summer 2009 (Editorial)
Summer 2012 (Editorial)
March 20, 2017 (Faculty Assembly)
April 2017 (Editorial)
June 23, 2017 (Board of Trustees)

PART-TIME FACULTY APPOINTMENTS

Classification of Faculty Covered by This Policy

Temporary part-time faculty: A faculty member who does not occupy a state-slotted position and whose duties are primarily limited to teaching.

Research Professor

An individual engaged primarily in independent research. Research faculty must possess the earned doctorate and have considerable experience in the research field. He/she may be assigned a rank commensurate to his/her credentials (i.e., Assistant or Associate), but the position of Research Assistant Professor may not be used as a substitute for Post-Doctoral Fellow positions.

Visiting Professor

A Visiting Professor appointment is a full-time appointment, usually for no more than two years, of an individual who has academic rank or high professional status at a different institution or organization, and is on leave of absence from his/her home organization. This title may be expanded to Visiting Assistant Professor or Visiting Associate Professor as appropriate to the status of the individual.

Adjunct Professor

An individual appointed as an Adjunct Professor serves as an honorary member of the faculty of a department, school, or college. The adjunct faculty may be a University of South Carolina Aiken faculty member or from another institution. According to individual circumstances, faculty in these positions may or may not be salaried. This title may be expanded to Adjunct Assistant Professor or Adjunct Associate Professor as appropriate to the status of the individual.

Adjunct Faculty

This title is used to refer to temporary faculty and affiliates, including those without a terminal degree.

Temporary Faculty

An individual may be appointed into any of the non-tenure track titles on a temporary basis. Temporary faculty may be appointed for no more than one semester or four and a half months. All temporary faculty must meet the minimum credential requirements for the title or position. Individuals holding temporary positions are not eligible for tenure, nor can service in such positions be considered part of a probationary period for tenure consideration. The assignment of academic rank to individuals in visiting and temporary appointments must be approved by the Executive Vice Chancellor for Academic Affairs.

Authority in Matters Related to Non-Tenured Faculty

The deans and unit heads will be responsible for abiding by and executing USC Aiken guidelines regarding the employment of temporary part-time faculty. A unit head in consultation with the dean will also be responsible for formulating specific departmental policies and establishing practices pertaining to temporary part-time faculty employment.

The ultimate authority in matters pertaining to temporary part-time faculty will be the Executive Vice Chancellor for Academic Affairs, exercising the same range of authority as exercised in matters pertaining to permanent, tenure-track faculty.

Recruitment

Part-time Positions and Emergencies. All temporary part-time appointments should be reviewed under the same policies as full-time positions. However, it is recognized that emergencies may necessitate faculty hiring within a very short time. In such cases, the unit head should consult with all available members of the department and the dean to reach a hiring decision. All such emergency appointments should be made on a temporary (one semester, if possible) basis and should be subject to review by the department as soon as possible. Each department should try to avoid such hurried decisions by keeping an active file of candidates previously approved by the members of the department after a review of the candidates' credentials.

Faculty will possess spoken and written English skills so as to adequately deliver instruction. English fluency will be evaluated for all candidates who are interviewed for USC Aiken teaching positions. Unit heads will be responsible for determining that candidates for part-time and temporary faculty appointments are proficient in spoken and written English.

Qualifications and Credentials

Qualifications and credentials of temporary part-time faculty employed at USC Aiken should correspond as closely as possible to the qualifications and credentials of permanent, tenure-track faculty. Each unit head in consultation with the dean will determine the necessary qualifications and credentials required of temporary part-time faculty employed within that department.

The qualifications and credentials considered by the department will include, but will not be limited to:

- a) academic degrees and education levels;
- b) teaching experience;
- c) teaching effectiveness, as documented by some form of evaluation, as determined by the unit head in consultation with the dean.

Each department will determine a process by which the qualifications of each temporary part-time faculty member can be evaluated as objectively as possible.

Affirmative Action and Other Fair-Employment Regulations

According to South Carolina and USC Aiken employment policies, affirmative action regulations do not apply to temporary faculty employment. It is, however, the policy of USC Aiken to abide by the principles and spirit of affirmative action in all employment considerations.

Hiring Procedure

Once an individual has been approved for a temporary teaching position, the unit head will write the prospective temporary part-time faculty member a letter stating all of the following:

- a) Title of position;
- b) Basis of employment;
- c) Term and dates of employment (semester, with beginning and termination dates);
- d) Duties (teaching, office hours, syllabus preparation);
- e) Course(s), section(s);
- f) Class schedule, with days and hours, as well as a copy of the academic calendar for the semester, and room location, if available;
- g) Salary and benefits;
- h) Statement regarding the conditions of employment:
The appointment is conditional upon sufficient enrollment in the class(es) and upon the non-availability of full-time faculty to teach the class(es);
- i) Request for a written acceptance of these terms. This acceptance will be kept on file by the unit head in lieu of a formal contract.

Spring 1991

If enrollment does not warrant the class being offered, or if a full-time faculty member becomes available to teach the class initially offered to the prospective temporary part-time faculty member, the latter will be notified in writing.

The Executive Vice Chancellor for Academic Affairs will approve the appointment and the salary of all temporary part-time faculty and will forward the approval to the Human Resources Office.

Salaries and Benefits

USC Aiken will establish through written communication with the unit head and the deans a standard salary range for temporary part-time faculty. Because the duties and responsibilities assigned to temporary part-time faculty can vary greatly between departments, and due to differences in the availability of competent full-time faculty from one discipline to another, exceptions may be necessary. The Executive Vice Chancellor is responsible for determining salaries of temporary part-time faculty with the dean and unit head. Exceptions to the standard salary range must be approved by the Executive Vice Chancellor.

All temporary part-time faculty members are eligible for those benefits afforded by the University: ID card (for use at the library, etc.), parking, unemployment compensation, and workers' compensation benefits. Some temporary part-time faculty members may be eligible for additional benefits depending on course load.

March 26, 2004 (Assembly)

April 25, 2023 (Assembly)

June 30, 2004 (B.O.T.)

March 20, 2017 (Faculty Assembly)

June 23, 2017 (Board of Trustees)

June 19, 2024 (B.O.T.)

DUTIES, OBLIGATIONS, RESPONSIBILITIES AND RIGHTS OF TEMPORARY PART-TIME FACULTY

The *USC Aiken Part-Time Faculty Handbook* is published by the Office of the Executive Vice Chancellor for Academic Affairs and is updated annually. Each part-time faculty member will

be informed by the dean/department chair at the time of the initial appointment or reappointment of the availability of the most recent *USC Aiken Part-Time Faculty Handbook*. The handbook introduces part-time faculty to USC Aiken's mission, vision and values and provides information on faculty responsibilities, USC Aiken academic policies and procedures, instructional support services, and campus resources.

Duties, obligations, and responsibilities of temporary part-time faculty correspond to and are limited to those of permanent tenure-track faculty only in regard to classroom activities. Temporary part-time faculty are not included as members of the voting faculty and do not serve on faculty committees. Unless specified by contractual agreement they should not be expected to participate in student advisement for registration, although counseling related to classroom work remains a primary responsibility. Temporary part-time faculty must adhere to standards published in the *Bulletin* and *USC Aiken Part-Time Faculty Handbook* regarding student attendance, assignment of grades, course content, and any other matters related to classroom teaching. They must conform to all departmental standards and regulations regarding textbook selection, course content and similar stipulations.

Temporary part-time faculty members will enjoy full use of the USC Aiken facilities which support their classroom responsibilities during their term of employment. Other rights and privileges, such as assistance in research or other activities outside the classroom, may be granted at the discretion of the deans/department chairs or the Executive Vice Chancellor. Such assistance will be determined by the availability of resources. Temporary part-time faculty are not eligible for USC Aiken faculty grants.

March 26, 2004 (Assembly)
June 30, 2004 (B.O.T.)

EVALUATION OF PART-TIME FACULTY

It is the responsibility of the unit heads to evaluate all temporary part-time faculty employed in their departments by the end of the first semester of teaching at USC Aiken and annually thereafter. The evaluation will be based on a review of syllabi, sample tests and assignments; reports of classroom observations; and results of student evaluations of teaching submitted each semester for every course taught. The unit heads will keep records of these evaluations on file, as documentation of the temporary part-time faculty member's performance of those duties specified in the contract letter, and will provide a copy to the faculty member being evaluated. Since the primary responsibility of temporary part-time faculty is teaching, the areas of service to the school and community, and professional achievement (scholarship) should play little, if any, part in the evaluation.

Process for Classroom Observation of Temporary Faculty

- The unit head or his/her designee will conduct at least one announced classroom visit during the temporary part-time faculty member's first semester of teaching at USC Aiken. This is the minimum expectation. A unit head may choose to visit more frequently classes taught by temporary part-time faculty.
- A second classroom visit will be conducted if significant weaknesses are observed or if the teaching assignment of the faculty member changes.
- Faculty observers will be tenured faculty or Senior Instructors who have agreed to serve as peer observers and who have successfully participated in the peer observers' workshop offered by the Office of the Executive Vice Chancellor for Academic Affairs. Peer

observers normally should be in the same field as or in a field closely related to that of the faculty member to be observed. The faculty member whose class is being observed will provide copies of the syllabus, handouts, and any other material needed to prepare for the class to be observed at least two business days prior to the scheduled observation.

- The observer will make an announced visit on a date that is agreed upon with the faculty member being observed. The observer will remain for the duration of a 50- or 75-minute class and for at least one hour of a longer class.
- The observer will provide a copy of the written report on the visit to the faculty member whose class was observed and will meet with the faculty member to discuss the report within two weeks of the day the observation is conducted.
- The faculty member being observed has a right to attach a rejoinder to the observation report and/or may request an additional observation.
- The results of classroom observations will become part of the temporary part-time faculty member's file maintained by the unit head and will be incorporated by the unit head into his/her evaluation/recommendation for reappointment of that faculty member.
- To further their development as teachers, faculty members are strongly encouraged to observe classes taught by colleagues, both in and outside their academic unit. All such class visits should be coordinated in advance with the faculty member to be observed.

The process outlined above will be applicable to all faculty who teach at USC Aiken for the first time on or after August 16, 2005.

April 27, 2005 (Assembly)
June 23, 2005 (B.O.T.)
January 27, 2006 (Assembly)
June 29, 2006 (B.O.T.)
March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)

TERMINATION OF TEMPORARY EMPLOYMENT

The employment of temporary faculty ends with the expiration of the employment term specified in the hiring letter. USC Aiken is under no obligation, implied or otherwise, to rehire any temporary faculty beyond the agreed upon teaching term. Employment in any one semester, or consecutive semesters, does not imply automatic future rehiring for any upcoming semesters. However, the unit head should inform temporary faculty members as to the prospects of future employment or intentions to hire them.

The process of terminating employment prior to the completion of the contracted term will follow the prescribed practices of USC Aiken. Preliminary discussions and actions regarding the termination should follow the prescribed chain of authority outlined above for all matters dealing with temporary faculty matters. Temporary faculty DO NOT enjoy grievance rights with the University.

March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)

SELECTION OF DEPARTMENT CHAIRS

Policy

The position of department chair will be filled by an internal or external search. The scope of the search will be determined by the Executive Vice Chancellor for Academic Affairs. The selection of the department chair will be accomplished by the joint action of the faculty and

administration.

1. The school/department faculty will elect a candidate to be recommended to the administration. All faculty in the school/department with Faculty Assembly voting rights will be eligible to vote.
2. The administration will make the final appointment.

Qualifications

Except in circumstances in which the Executive Vice Chancellor for Academic Affairs deems extraordinary, the department chair must be tenured at the time the appointment takes effect.

Procedures

Terms of Appointment

1. The term of appointment for a department chair will be five years.
2. After completing a term, a chair may be reappointed by the Executive Vice Chancellor for Academic Affairs in accordance with the selection process outlined below.
3. There is no limit to the number of terms a chair may serve.

Selection

1. When the incumbent's term expires or a vacancy otherwise occurs in the position of department chair, the Executive Vice Chancellor will inform the faculty of the school/department in writing and appoint a director of the search process from among school/department members who do not plan on being a candidate for the position.
2. The search director will solicit nominations from the school/department. Self-nominations are permissible.
3. Each candidate will submit the following:
 - a) a current curriculum vitae;
 - b) a statement outlining his/her qualifications to fulfill the duties of the department chair as they are set forth in Section 2.2 of the *Faculty Manual*;
 - c) a statement outlining the goals he/she would pursue as a department chair over the next five years.
4. The school/department will meet with each candidate to discuss his/her qualifications and goals.
5. The director of the search process will solicit votes, by secret ballot, from each member of the school/department faculty who has Faculty Assembly voting rights, and forward the results to the dean or Library Director. The dean will share the results of the vote with the school/department faculty and with the Executive Vice Chancellor for Academic Affairs.
6. The Executive Vice Chancellor may accept the recommendation or may ask the school/department to submit another name. In the circumstance that the administration does not approve of the elected choice, the administration will provide a written

rationale to the school/department members stating the reasons for disapproval.

7. The Executive Vice Chancellor, with the approval of the Chancellor, makes the final appointment.
8. In the event of an external search, procedures for appointing full-time faculty will be employed. The Executive Vice Chancellor for Academic Affairs will secure a recommendation from the Promotion and Tenure Committee regarding appropriate rank and tenure before the official appointment is made.

February 27, 2004 (Assembly)
June 30, 2004 (B.O.T.)
March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)

SELECTION OF DEANS OR LIBRARY DIRECTOR

Deans and the Library Director are appointed by the Executive Vice Chancellor for Academic Affairs with approval from the Chancellor. When a vacancy occurs in the position of dean or Library Director, the Executive Vice Chancellor for Academic Affairs will initiate a search and will appoint a search director and a search committee that is representative of the school/college/library. The search committee will evaluate candidates, solicit comments from faculty, staff, and students who participated in the campus interview process, and provide the Executive Vice Chancellor for Academic Affairs a summary of qualifications for all finalists. Except in circumstances in which the Executive Vice Chancellor for Academic Affairs deems extraordinary, the dean or Library Director must meet the criteria for tenure from the appropriate department at the time the appointment takes effect.

The term of appointment for a dean or Library Director will be five years. After completing a term, a dean or Library Director may be reappointed by the Executive Vice Chancellor for Academic Affairs. There is no limit to the number of terms a dean or Library Director may serve.

March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)

INTERNAL FACULTY APPOINTMENTS (ACADEMIC ADMINISTRATIVE)

In cases when academic administrative positions other than deans and department chairs are to be filled internally without any net addition in faculty positions, the selection of the administrator will be accomplished through the following procedure:

1. The unit head will notify members of the unit and inform them how to apply or make nominations.
2. The notification will list specific qualifications which are reasonable and limited to those necessary for the job.
3. Before making the appointment, the unit head will consider the recommendations of the faculty and receive the approval of the Executive Vice Chancellor for Academic Affairs and of the Chancellor for the decision.

Spring 1993
March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)

POST-DOCTORAL FELLOWS

A Post-Doctoral Fellow is an individual who has received the terminal degree, usually an earned doctorate, in his or her discipline and is engaged in a temporary and defined period of mentored advanced training to enhance the professional skills and research independence needed to pursue his or her chosen path. Appointment is on an annual or multi-year basis and service under such an appointment is not considered part of a probationary period for tenure consideration.

University-supported Post-Doctoral Fellows

Post-Doctoral Fellows employed as University employees, i.e., as unclassified staff, supported by University funds and extramural contracts, and/or grants.

Fellowship-supported Post-Doctoral Fellows

Post-Doctoral Fellows directly supported by fellowships from an external agency are not considered to be University employees.

UNIVERSITY AFFILIATES

University affiliates are individuals who volunteer or wish to contribute to the instruction of students in classroom or experiential settings, or make other significant contributions to the teaching and research mission of the University. Affiliate appointments may be made to persons outside the University, to faculty who hold primary appointments in other departments or schools of the University, or to persons who hold administrative or service positions in the University. Affiliates do not receive compensation for services performed.

EMERITI FACULTY

Distinguished Professor and Emeritus Titles

The title of “Distinguished Professor” may be awarded in the final year of service in the Carolina System to tenured members of the University faculty who have earned the rank of full Professor. Upon retirement, this title will change to that of Distinguished Professor Emeritus. Normally, the title of “Professor Emeritus” will be conferred at the time of retirement on tenured Assistant or Associate Professors.

The Emeritus and Distinguished Professor titles are not automatic. They may be awarded only when formally requested, and approved by the Executive Vice Chancellor for Academic Affairs, the Chancellor, the President, and the Board of Trustees. The office of the USC Provost coordinates the review and approval by the President of requests for Emeritus and Distinguished Professor titles.

Academic Ranks
February 22, 2011 (Assembly)
June 30, 2011 (B.O.T.)

CHANGE OF STATUS TO TENURE-TRACK FACULTY

I. Policy

Changing the appointment status of a full-time faculty member who is not on tenure track (e.g., Instructor) to tenure track is an administrative decision and does not require a new search provided a proper search (p.77 [1-6]) was conducted initially. Before such a change is made for an international faculty member, the Executive Vice Chancellor for Academic Affairs will consult with the Office of International Support for Faculty and Staff on possible immigration restrictions or implications for international faculty.

Such a change in status may occur under two circumstances:

- A. After having served as a full-time faculty member for not less than two academic years, a faculty member may be considered for reappointment at the appropriate tenure-track rank if the unit criteria for appointment at that rank have been met, and if the faculty member was hired as a result of a proper search (p. 77 [1-6]).
- B. The official offer letter sent pursuant to a proper search (p.77 [1-6]) may specify that a tenure-track appointment is conditional upon satisfaction of required conditions; e.g., documented completion of a terminal degree; otherwise, the initial appointment will be at the Instructor rank.

II. Procedures

A. Transfer to Tenure Track Following Two Years' Service

- 1. Unit faculty will vote providing a recommendation for or against change in status.
- 2. The dean or Library Director will certify that a proper search (p. 77 [1-6]) was conducted at the time of the initial appointment and will provide a written recommendation to the Executive Vice Chancellor for Academic Affairs.
- 3. The Executive Vice Chancellor may approve, disapprove, or defer a decision on the change of status.
- 4. The change in appointment takes effect the first day of the spring or fall semester immediately following written approval of the Executive Vice Chancellor.

B. Transfer to Tenure Track for Satisfying Contingency

- 1. The change in appointment follows when the contingency has been met, provided the faculty member's performance has been satisfactory.
- 2. The change in appointment takes effect the first day of the spring or fall semester following the date the contingency was satisfied.

April 29, 2008 (Assembly)
June 27, 2008 (B.O.T.)
March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)

USC AIKEN ENDOWED CHAIRS

I. Purpose

Endowed chairs have been established to recognize outstanding USC Aiken faculty who have distinguished themselves through their teaching, research, and/or creative achievements as well as to attract distinguished faculty who will enhance the image of USC Aiken as an academic community. Tenured faculty at the Associate Professor and Professor ranks are eligible to apply for endowed chairs and professorships. In the selection of an individual for these appointments, the faculty member's compatibility with the program needs of the academic unit(s), teaching ability, research record and interests, creative achievements, character, industry, dedication, and the best interests of USC Aiken are taken into consideration. All appointments will be made in accordance with AA/EEO policies of the University.

April 29, 2008 (Assembly)
June 27, 2008 (B.O.T.)

II. Establishment of Endowed Chairs

- A. All endowed chairs are acquired through and with the cooperation of the USC Aiken Partnership.
- B. The USC Aiken Partnership, the Vice Chancellor for University Advancement, and any other USC Aiken official involved in a chair endowment will include the relevant academic unit leaders in preliminary consultations and in the planning of the chair as soon as possible. Early consultation will help ensure maximum benefits for the unit(s) in question, and will ensure that needs are met effectively.

Should the donor elect not to specify the discipline in which a chair is to be housed, the Chancellor in consultation with the Executive Vice Chancellor will determine the best use of the chair consistent with the University's academic planning process.

- C. The donor's wishes and preferences will be honored, yet these preferences should be compatible with the academic integrity, the needs, and the goals of the discipline receiving the chair.
- D. When the Vice Chancellor for University Advancement feels the donor is committed to funding a chair, he/she will notify the Executive Vice Chancellor for Academic Affairs of the proposed chair. At this point, the appropriate unit head and dean will have an opportunity to offer suggestions and recommendations, through the Executive Vice Chancellor, as to the specific conditions and requirements for the chair.
- E. The particular conditions of the chair will be determined jointly by the donor, the USC Aiken Partnership, the dean or Library Director, the Executive Vice Chancellor for Academic Affairs, and the Chancellor. At this point in the deliberations, recommendations—including an indication of the availability of qualified USC Aiken faculty—should be presented by relevant academic leaders.

In consultation with the USC Aiken Partnership, the Chancellor will determine whether the search will be internal or external, giving due consideration to:

1. the availability of a distinguished USC Aiken faculty member who can meet the conditions of a given chair;
2. the conditions of the chair and the needs of the academic unit(s) which will house the chair;
3. potential for enhancing the academic reputation of USC Aiken;
4. the financial terms of the chair;
5. USC Aiken resource allocations.

March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)

III. Nature of Endowed Chairs

A. Term

Endowed chairs will be for a term of three years, unless otherwise stipulated in the initial letter of appointment.

B. Type

The chair will be one of the following types:

1. a salary supplement (stipend) for a USC Aiken faculty member, not requiring an external search;
2. a new faculty position requiring faculty search procedures. (Except for fully endowed chairs, the new position will be a state slot, paid for with state funds, with the endowment providing a supplement, consistent with the programmatic and university planning and budgeting process.)

C. Compensation for Endowed Chairs

1. Stipends for chairholders are set annually by the USC Aiken Partnership as provided by the Memorandum of Agreement between the donor and the Partnership.
2. The letter of appointment from the Executive Vice Chancellor will state explicitly what part of the stipend, if any, goes to the chairholder as personal income, and what part, if any, goes towards covering any research or professional expenses (e.g., travel, research, equipment, etc.).
3. The letter of appointment will state clearly whether there is a reduction in the number of teaching hours per year required of the chairholder, and whether any other duties and responsibilities are expected of her/him connected with the chair.
4. In addition to providing an annual stipend for the chairholder, certain endowed chairs may provide other perquisites which are prescribed by the Memorandum of Agreement establishing the chairs.
5. The payment of stipends is coordinated by the Office of the Executive Vice Chancellor for Academic Affairs, in conjunction with the Office of University Advancement.

IV. Criteria for Appointment

Criteria for appointment will depend on the nature of the chair and will include a combination of the following:

- a) compatibility of academic credentials with particular conditions of the chair;
- b) compatibility of academic credentials with the program needs of the academic unit;
- c) potential for enhancing the academic reputation of USC Aiken through recognition of professional work;
- d) outstanding record of scholarly and/or creative works;
- e) outstanding record of university teaching;
- f) outstanding record of service to one's institution and/or profession.

April 29, 2008 (Assembly)
June 27, 2008 (B.O.T.)

V. Procedures for Application and Appointment

A. Call for Applications

- 1. Internal Search: For an initial internal appointment, and near the end of each term thereafter, the Executive Vice Chancellor will issue a call to all members of the faculty. Those who believe themselves qualified may apply by forwarding a file to the Executive Vice Chancellor for review. (See application procedure, Section V.B.) The Chancellor, in consultation with the dean or Library Director, if appropriate, and Executive Vice Chancellor, will select a recipient.
- 2. External Search: For external searches, all applications must pass through normal channels and be conducted according to search procedures as prescribed in the *Faculty Manual* and administrative *Policies and Procedures Manual*. All USC Aiken faculty who feel they are qualified for the chair may apply as candidates in an external search. Internal candidates will follow the procedure in point A, above.
- 3. For external searches, once the process has been completed, the dean or Library Director will forward the recommendation to the Executive Vice Chancellor who will review the recommendation and make the final recommendation to the Chancellor.

B. Application Procedure: Each candidate's application* should consist of the following:

- 1. a current curriculum vitae;
- 2. a portfolio of work that reflects qualifications for the chair for which the application is being submitted (copies of publications, reproductions of creative works, grant reports, etc);

**If a candidate is the current chairholder, the portfolio produced for his/her most recent term review as holder of the endowed chair, with any updates and evaluation materials, may be submitted as the application.*

3. an explanation of the goals to be pursued as a chairholder;
4. a letter of support from a colleague who is not a faculty member at USC Aiken who is knowledgeable about the applicant's work.

The Executive Vice Chancellor for Academic Affairs will review the candidate's materials and solicit evaluations from the dean, the unit head, and, as needed from other USC Aiken colleagues who are familiar with the candidate's work.

March 26, 2004 (Assembly)
June 30, 2004 (B.O.T.)
Summer 2005 (Editorial)
March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)

C. Appointment Procedure

1. The Chancellor, in consultation with the Executive Vice Chancellor, will make the appointment to the chair. The Chancellor's decision regarding all appointments will be final.
2. Letter of Appointment: The letter of appointment sent to the person selected for the chair will include:
 - a) specification of the length of the appointment;
 - b) specification of the requirements of the chair (i.e., expectations for scholarship, area of research, etc.) and of any adjustments to the usual teaching or service requirements expected of full-time faculty;
 - c) a reminder that the usual annual evaluations conducted during the period of the term will include consideration of the requirements of the chair;
 - d) the requirement for a separate review of performance as the chairholder during the final year of the term of the chair;
 - e) a reminder that a call for applications will be made near the end of the appointment.
3. Copies of the appointment letter/memorandum of agreement will be sent from the office of the Executive Vice Chancellor for Academic Affairs to the Vice Chancellor for University Advancement. The Advancement Office will forward copies to the Executive Director of the University of South Carolina Educational Foundation and to the USC Aiken Partnership.
4. The Chancellor will announce appointments to the faculty.

VI. Periodic Reviews of Chairholders

A. Annual Review

Chairholders will be reviewed annually through their term of appointment in the regular faculty performance review process. Conditions of the endowed chair will be taken into account in this review. For that reason, the Executive Vice Chancellor for Academic Affairs will be consulted during the review process. These reviews ensure that the performance of the chairholder remains consistent with the conditions of the initial appointment and with the highest standards of the USC Aiken academic community.

B. Term Review

A separate review will be conducted by the Executive Vice Chancellor for Academic Affairs by October 1 or February 1 (depending on the date of the initial appointment) of the final year of the term of appointment.

1. Responsibility for conducting the review rests with the Executive Vice Chancellor, in consultation with the dean or Library Director and unit head.
2. For the term review, the Executive Vice Chancellor will stipulate the means of evaluation of chairholders. These may include, but are not limited to the following: evaluation of a portfolio; evaluation by an ad hoc review committee; evaluation by external referees; and/or survey of unit faculty. The Executive Vice Chancellor will include the relevant dean or Library Director and unit head in the process.
3. The chairholder will be notified by the Executive Vice Chancellor of an impending term review and of the procedure to be used, prior to the beginning of the review year.
4. Upon receipt of the notification of the review and of the procedures for term review, the chairholder will assemble all required information and materials for the review.
5. At the conclusion of the term review the Executive Vice Chancellor will specify one of the following (as appropriate to the chairholder under review) and notify the chairholder in writing:
 - a) that the chairholder has performed satisfactorily and is eligible to apply for another “term,” or
 - b) that the chairholder has not performed satisfactorily and is not eligible to apply for another term, or
 - c) that the chairholder has performed satisfactorily and is eligible to hold/apply for the chair again at the appropriate point in the rotation, in the case of a chair which is to rotate through a unit.
6. Another term for the incumbent is possible only when it is clear that the standards and criteria for holding a chair have been met. However, there will be no expectation of renewal of a chair appointment. Selection of a new

chairholder for the next term of the chair does not necessarily indicate unsatisfactory performance on the part of the incumbent.

March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)

VII. Other Considerations

A. End of Term

If the current chairholder does not receive another term, the chairholder will assume regular duties in her/his department under a new letter of appointment.

April 29, 2008 (Assembly)
June 27, 2008 (B.O.T.)

B. Revocation of a Chair Appointment During a Term

1. A chairholder may not have her/his chair appointment involuntarily revoked prior to the normal expiration of the term of appointment except for cause.
2. Cause includes, but is not limited to, the following: personal or professional misconduct of a serious nature; gross and/or repeated violations of the conditions attached to the chair.
3. Responsibility for determining whether or not there is sufficient evidence or “cause” to recommend revocation of a chair appointment rests with the Executive Vice Chancellor for Academic Affairs.
4. The chairholder will have the opportunity to present her/his case to the Chancellor before a final decision is made.
5. The final decision to revoke a chair appointment rests with the Chancellor and ultimately the President.
6. The Chancellor’s decision, as with all faculty-related administrative decisions at USC Aiken, may be appealed through the faculty grievance procedures as specified in the *USC Aiken Faculty Manual*.

- C. Chair Vacated During a Term: When an existing chair is vacated for reasons other than the normal expiration of a chairholder’s appointment (e.g., due to retirement, revocation of chair), the Chancellor will declare a vacancy and will instruct the Executive Vice Chancellor to initiate the search process to fill the vacancy. Normal application and appointment procedures as specified in this policy will be followed.

March 1, 2002 (Assembly)
June 27, 2002 (B.O.T.)

5.3 CONTRACTUAL MATTERS

Terms of Employment
Summer Employment
Dual Employment
Outside Professional Activity
Off-Campus Assignment
Teaching Load

TERMS OF EMPLOYMENT

Unless otherwise noted in the letter of appointment, employment of faculty members is for a period of nine months. In the event that employment is for one semester, either fall or spring, the salary will be one-half of the nine-month stipend.

May 1, 2007 (Assembly)
August 10, 2007 (B.O.T.)
Summer 2009 (Editorial)

The nine-month period for members of the faculty is from August 16 to May 15.

Tenure-track faculty will normally begin employment at the University on either January 1 or August 16. All new faculty not beginning employment on January 1 or August 16, regardless of basis or hiring date, can be assigned official tenure-track status only on January 1 or August 16, whichever is the next date following the faculty member's hiring date.

October 22, 2004 (Assembly)
June 23, 2005 (B.O.T.)

Offers of summer school teaching and compensation in the case of faculty hired after September 1, 1973 for September 1974 are not guaranteed and are at the discretion of the unit head, the dean, and the Executive Vice Chancellor for Academic Affairs. Normal compensation per course is 7.5% of the previous academic year's salary for a three credit-hour course that meets criteria for sufficient enrollment.

March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)

No member of the faculty may receive compensation for tutoring students in any course for which he/she is empowered to grant the student credit, or over which he/she has any authority. This will not be interpreted as prohibiting anyone from tutoring for remuneration in subjects over which he/she has no control.

SUMMER EMPLOYMENT

Summer employment is not considered dual employment (discussed in the next section) which covers additional compensation earned during the faculty member's nine-month term of employment. Therefore, summer employment may occur over any specified period of time between May and August of a calendar year. There is no guarantee of summer employment unless otherwise stipulated in the faculty member's letter of appointment.

Summer school sessions include Maymester, Summer I and Summer II.

In Maymester, a maximum of one three-hour course may be taught. In either Summer I or Summer II, a maximum of two three-hour courses may be taught, but no more than 30% of the faculty member's nine-month base salary may be earned for teaching over the entire summer, to include Maymester, Summer I and Summer II.

Compensation for a full-time work load for a regular summer session may not exceed 15% of the faculty member's base pay for the academic year immediately preceding.

May 1, 2007 (Assembly)
July 18, 2007 (FAC)
August 10, 2007 (B.O.T.)

DUAL EMPLOYMENT

Dual employment covers additional compensation earned during the faculty member's nine-month term of employment.

May 1, 2007 (Assembly)
July 18, 2007 (FAC)
August 10, 2007 (B.O.T.)

I. Purpose of Policy

This document sets forth the University of South Carolina policy on dual employment for faculty, staff, and administrators pursuant to regulations of the South Carolina Office of Human Resources and applicable statutes.

II. Policy Statements

A. It is the policy of the State Budget and Control Board that:

1. State employees in full-time equivalent (FTE) positions may accept additional temporary, part-time employment with the same or another state agency or state institution, provided that prior written approval is obtained for each dual employment arrangement.
2. The practice of dual employment may not be used to provide continuing salaries higher than those approved by the State Budget and Control Board.
3. An employee engaged in dual employment must satisfy the established hours of work for the employing agency or institution except as noted in Section II.F.3 of this policy.
4. Dual employment must be limited to the specific time approved which may not exceed twelve months or extend beyond a fiscal year.

B. Conflict of Interest

1. No state employee may accept any work or compensation that could be reasonably construed as a conflict of interest according to the State Ethics Law and applicable University policies.

2. Acceptance of dual employment without prior written approval that is determined to be a conflict of interest will be grounds for disciplinary action including termination.
3. As necessary, the propriety of dual employment or compensation for services rendered will be considered by all parties concerned. Counsel from the Office of the Attorney General or the State Ethics Commission may be necessary to make such determinations; however, requests for counsel must be coordinated through the USC Division of Human Resources and the USC Office of the General Counsel.

C. Eligibility

1. Faculty and staff in full-time equivalent (FTE) positions are eligible to engage in dual employment upon written approval of the appropriate authorities.
2. Employees in the following positions may not receive compensation for internal dual employment.
 - a) vice presidents
 - b) chancellors, vice chancellors
 - c) vice provosts
 - d) academic or campus deans
 - e) members of the President's Executive Council not specified above
 - f) Director of Internal Audit
3. No agency head may be dually employed by another agency or institution of higher education without prior approval by both the Agency Head Salary Commission and the Budget and Control Board.

D. Dual Employment Between Two Agencies (External Dual Employment)

1. The requesting agency is responsible for coordinating and managing all dual employment arrangements with the employing agency.
2. The employing agency is responsible for taking timely action on any dual employment arrangements.
3. Scheduling External Dual Employment
 - a) An employee may not receive additional compensation for dual employment performed during the employee's regular work schedule unless the employee takes annual leave or leave without pay.
 - b) An employee's work schedule with the employing agency may not be altered or revised to provide time to perform dual employment for the requesting agency.

E. Dual Employment Within the University (Internal Dual Employment)

1. Faculty and staff who perform services outside of their regularly scheduled work hours may be paid additional compensation if such services constitute independent, additional job duties separate from those of the employee's primary University position. Faculty may only engage in dual employment during their base employment period, but outside of normally scheduled work hours. (Additional compensation earned by faculty outside of their base employment period is considered to be extra compensation, or summer school teaching. See Human Resources policy HR 1.81, "Summer Compensation for Faculty.")
2. Sponsored research by faculty during the base employment period will be considered to have been compensated as part of the faculty member's base pay.
3. An employee may not receive additional compensation from the University while in a leave with pay status which includes all designated University holidays*, annual leave, sick leave, and compensatory time; however, upon prior written approval from the dean, unit head, or appropriate administrator, faculty and staff may be allowed to alter their normal work hours to teach University 101 or to engage in other unique opportunities. Written approval to alter the normal work hours becomes part of the dual employment agreement that is sent to the Division of Human Resources, Office of Salary Administration.

March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)

F. Compensation for Dual Employment

1. Compensation for dual employment may not be added to the base salary of any faculty or staff employee.
2. No compensation for dual employment may be earned or paid to an employee until a written dual employment agreement has been approved. In the event the agreement is requested after the dual employment has begun, the requesting unit must provide a full explanation for the late submission to accompany the request.
3. The maximum compensation an employee may receive for dual employment in a fiscal year may not exceed 30% of the employee's annualized salary for that fiscal year.
4. Compensation for dual employment will be determined by the requesting agency; however, the employing agency is responsible for ensuring that dual employment payments made to its employees within one fiscal year do not exceed the 30% limitation.

5. Compensation for dual employment must be in the form of wages paid directly to the individual. Dual employment compensation is subject to tax and retirement deductions as required.

**Work/research conducted on the Fourth of July holiday may be compensable through extra compensation provided such compensation is permitted in the applicable federal grant.*

6. Faculty and staff whose positions are exempt from the provisions of the Fair Labor Standards Act and who engage in independent additional duties may receive compensation through dual employment, or may volunteer their services without compensation in exchange for funds being transferred to their college or department's budget for use in official University business. In such cases, the volunteer effort is not considered to be dual employment. The amount to be transferred may not exceed the amount one would receive as salary for teaching for an equivalent amount of time, and the amount will not include fringe benefit expenses.
7. All dual employment performed by employees whose positions are non-exempt from the provisions of the Fair Labor Standards Act must be compensated at a rate of no less than one and one-half times the normal hourly rate.
8. Payment of dual employment compensation must be made in a timely manner consistent with state law.
9. During dual employment, an employee is not eligible for additional benefits, including but not limited to, annual leave, sick leave, military leave, state insurance, and holidays.

G. Exceptions

At its discretion, the South Carolina Office of Human Resources may approve justifiable exceptions to these policies and regulations upon written justification by the appropriate administrator through the USC Division of Human Resources.

III. Procedures

A. Dual Employment Requests

1. All dual employment transactions, including modifications to dual employment agreements, whether the University is the employing or the requesting agency, must be submitted to the USC Division of Human Resources, Office of Salary Administration, prior to the effective date of each individual agreement.

For all Columbia and regional campus tenured and tenure-track faculty who receive direct compensation through dual employment, requests must be approved prior to the effective date by the USC Columbia Provost, regardless of the amount of compensation. For tenured and tenure-track faculty of other senior campuses, requests must be approved prior to the effective date by the

respective vice chancellors for academic affairs, regardless of the amount of compensation.

2. Each request for approval of dual employment must apply to only one specific dual employment agreement.
 3. Dual employment agreements between state agencies must be approved by the respective agency directors or their designees prior to the effective date of the dual employment. An approved dual employment form must be retained by both the employing and the requesting agency.
 4. For dual employment approvals conditional upon appropriate leave being taken, accountability for the leave is the responsibility of the employee and the employee's home department. All leave and payroll records are subject to audit.
- B. USC employees hired by another state agency in a dual employment agreement will be paid directly by that agency.

[Reference: University Policy HR 1.78]

OUTSIDE PROFESSIONAL ACTIVITIES POLICY

I. Policy

The faculty of USC Aiken will seek prior administrative approval for outside professional activities covered by this policy and will report these activities annually.

II. Procedure

A. Preamble

USC Aiken recognizes its responsibility to provide leadership and share expertise and knowledge with the private sector, government, and society in general. It encourages research, teaching, consulting, and service activities by the faculty that are designed to enhance the participant's competence, contribute to and more widely disseminate the store of human knowledge, promote effective and efficient use of society's resources, and help society define ethical standards. In providing a comprehensive range of academic programs and services, USC Aiken recognizes research as an indispensable component of college education.

As an important part of its research, education, and public service missions, USC Aiken actively participates in and encourages faculty interactions with the private sector and government. Agreements between USC Aiken and these entities provide a valuable source of funds, equipment, consulting arrangements, and other contacts among faculty, government and private entities advancing the University's ability to provide high quality educational experiences, quality services, and enhanced employment opportunities for students. USC Aiken considers activities such as licensing by USC Aiken, consulting services by faculty, and assistance by faculty in various forms of technology and skills transfer, to be critical in meeting society's needs.

Areas in which either the mission of USC Aiken or the professional and ethical conduct of its faculty might be compromised may be divided into two broad categories:

1. The first regards conventional conflict of interest situations in which individuals may have the opportunity to influence USC Aiken activities in ways that could lead to inappropriate personal gain or give improper advantage to their associates.
2. The second regards conflict of commitment situations in which an individual's external professional activities, often valuable in themselves, interfere with the individual's paramount obligations to students, colleagues, and USC Aiken in performance of his/her teaching, scholarship, research and/or creative activities, and service.

Faculty, researchers, and scholars are given various degrees of freedom in scheduling their activities with the understanding that their external professional activities will enhance the quality of their direct contributions to USC Aiken and its mission. Outside professional activities are allowed with prior approval and encouraged so long as they do not conflict with the expected performance of duties and obligations to USC Aiken.

USC Aiken and its faculty have a joint obligation to see that fair and reasonable standards and procedures covering outside professional activities are developed, disseminated, and implemented.

Faculty applying for or participating in governmental grants or contracts must adhere to and comply with specific governmental conflict of interest or commitment regulations in addition to those specified in this policy.

B. Definitions

1. Faculty means all administrators holding academic appointments and all persons holding full-time faculty positions who are not degree candidates at USC Aiken. The definition further includes faculty holding part-time faculty appointments as well.
2. USC Aiken means the University of South Carolina Aiken as an entity and acting through its authorized agents.
3. Immediate Family means an individual's spouse, children, parents, and/or other members of the individual's household.
4. Financial Interest means any monetary interest that could be construed as having a potential impact on USC Aiken-related work.
5. University Committee means the University Committee on Conflict of Interest, a system committee.

C. Activities Covered

Outside professional activities requiring prior approval and subsequent reporting do not normally include participating in colloquia, authoring and editing of textbooks, and creating and/or performing in the arts. Other compensated services, private practices, and for-profit activities are covered by this policy unless they take place during parts of the year when the faculty is not under contract.

1. Compensated services: The following areas require prior approval and must be reported for the purposes of review for potential conflict of interest or commitment:
 - contract with any private sector entity (individual, business, or corporation), ownership of or equity holding in a business or corporation, management or board position in a business or corporation;
 - participation in a contract or proposal through an entity other than USC Aiken;
 - participation in a service or teaching contract with another college or university; and,
 - academic remuneration noted as fees and honoraria.

As may be required by the sponsoring agency or the Office of Sponsored Awards Management (SAM), faculty applying for or participating in governmental and private sector grants or contracts must complete a *Disclosure of Financial Interest Form* (Disclosure) at the time a proposal is submitted for institutional approval. Disclosures are reviewed by the Office of Research Compliance (ORC). If ORC determines that further review is required, the Disclosure is referred to the University Committee for consideration and appropriate action. Current reporting procedures: <http://sam.research.sc.edu/pdf/COI.pdf>.

2. Unpaid consulting/*pro bono* service: USC Aiken encourages *pro bono* work for reasonable time periods and without substantial allocation of USC Aiken resources as a normal and desirable activity for faculty.

D. Reporting Format

1. In conjunction with each full-time faculty member's annual review, the faculty member being reviewed will report on outside professional activities over the previous year and request approval for known or anticipated activities for the coming year to the dean/department chair.
2. The faculty member's request for approval and/or report should be in an approved format consistent with applicable legal or professional ethical requirements, if any. Requests for approval and reports should include the following, as appropriate, for a given field or activity:
 - type of activity;
 - whether the activity is compensated;
 - duration/time requirements;
 - whether a potential conflict of interest or commitment exists and, if so, an explanation;

- whether the activity involves the use of University facilities, resources or personnel, including students, staff, or fellow faculty, or other commitments and, if so, whether appropriate policies and procedures have been followed.

When the faculty member has a supervisory or teaching role with respect to the students, in addition to involvement with them in an outside professional activity or activities, the potential exists for the appearance of a conflict of interest. Faculty, staff and students working together in outside professional activities must be particularly sensitive to the potential for conflict of interest and, therefore, the faculty member should report any joint activities of this nature.

3. Requests for approval and reports prepared by individual faculty pursuant to this policy constitute information of a personal nature and will be treated as confidential and kept in the reporting employee's personnel file.
4. Any material increase in outside professional activity should be submitted for approval immediately.

E. Reporting Procedures

1. In addition to reporting any material increase in outside professional activity (see D.4), requests for approval and reporting will be made on an annual basis at the same time the faculty member files her or his annual activity report.
2. Requests for approval and reports will be reviewed fully, responded to accordingly by the unit head, and the dean, and reported to the Executive Vice Chancellor for Academic Affairs. Any appearance of conflict of interest or commitment must be reviewed fully. Should a case arise of a perceived "appearance of impropriety," the unit head, and the dean, will prohibit the faculty member from engaging in the activity or will require the faculty member to modify the proposed activity. A written record will be kept of all steps taken leading to resolution of the issue. The unit head, and the dean, will advise the Executive Vice Chancellor for Academic Affairs of the nature of the issue, the steps taken in dealing with it, and suggest any changes in this policy that may assist in preventing recurrence. Any changes in the USC Aiken code must be approved through the appropriate administrative channels by the University Committee who will make recommendations to the Provost or Chancellor, as appropriate. Additionally, in cases where it is believed that a conflict of interest exists, please consult University Policy BTRU 1.18, Conflict of Interest. In cases involving an external grant or contract, the Office of Research Compliance should also be notified.
3. The Executive Vice Chancellor for Academic Affairs will report annually to the Chancellor, indicating USC Aiken's compliance with this policy, noting instances deserving review and actions taken.

If a faculty member disagrees with the assessment of whether a given activity constitutes an "appearance of impropriety," the faculty member may appeal the decision through the appropriate USC Aiken administrative channels. If,

after review, the faculty member continues to disagree with the assessment of the activity, she or he may appeal the decision to the University Committee. The University Committee will review the circumstances of the decision and make a recommendation to the Chancellor. If the faculty member disagrees with the decision of the Chancellor, she or he may appeal the decision through the faculty grievance procedure outlined in the *USC Aiken Faculty Manual*.

March 20, 2017 (Faculty Assembly)

June 23, 2017 (Board of Trustees)

F. Policy Compliance

1. The University of South Carolina Aiken expects faculty to be conscientious in their adherence to the provisions and policies of the University as well as any applicable state and federal regulations/policies concerning outside professional activities. The University of South Carolina Aiken further expects academic administrators to be vigilant in their oversight and enforcement of these policies.
2. Violations of this policy and procedures, including the failure to file timely disclosures; filing incomplete, erroneous, or inaccurate disclosures; or failure to comply with prescribed procedures for managing or resolving conflicts of interest, will be dealt with in accordance with applicable University policies and procedures.

G. University Committee on Conflict of Interest

1. The Provost will appoint a University Committee on Conflict of Interest. The University Committee members will consist of two academic deans and six faculty members appointed on staggered three-year terms. In addition, the University Committee will include one member each from the Aiken, Upstate, Beaufort, and the Regional Campuses, selected by the chancellor or vice provost that each member represents. The University Committee will also have as permanent members: a representative from the University Legal Department, a representative from the Office of Research Compliance, a representative from the University's Division of Human Resources, and a representative from the Office of the Provost. The chair of the University Committee shall be appointed annually by the Provost.
2. The University Committee will make recommendations to the Provost and chancellors regarding:
 - a) local unit policies and reporting formats regarding conflict of interest and conflict of commitment;
 - b) appeals of faculty members regarding decisions made under the local unit policy;

- c) other matters deemed necessary by the University Committee for the proper implementation and functioning of the University policy on outside professional activities.

December 3, 2010 (Assembly)
June 30, 2011 (B.O.T.)

[Reference: University Policy ACAF 1.50]

OFF-CAMPUS ASSIGNMENT

Whenever an off-campus program or course (undergraduate, credit-bearing course) offerings at a new site are proposed (whether in response to outside requests or internal demand), the University Planning Committee must be notified so that it may determine the impact new programs and/or sites may have on the five-year plan and mission of the University. No proposal to offer programs or courses at new off-campus sites will be considered by the University Planning Committee without the approval of the faculty unit involved. After reviewing the proposal, the University Planning Committee will report a recommendation to the Faculty Assembly.

While the University's goal to serve the external community is an important component of the University's mission, the development of courses, academic programs and the addition of new sites as the extension of the University's service to the community must be directed in such a way that the autonomy of the University's independence from undue external (private or government) influence is critical to the preservation of a free academic environment.

Faculty members will not be assigned to teach at off-campus sites without mutual agreement. In the event that any continuing or additional USC Aiken courses or programs of study are offered at off-campus locations, no member of the teaching faculty objecting for reasons of conscience will be required by the academic administration to participate in these at the off-campus site.

Fall 1990

TEACHING LOAD

Teaching loads at USC Aiken vary among departments and within departments depending upon the nature of the courses being taught. Twelve semester contact hours of regularly scheduled courses per semester is the usual undergraduate teaching load. The teaching load during a semester when one or more graduate courses are taught is nine hours. Reduction in this load may be made due to added administrative or other responsibilities carried by the faculty member. Involvement in research is also considered, and appropriate teaching load reductions are made when conditions warrant.

February 27, 1996

OVERLOAD TEACHING FOR FACULTY

Although highly undesirable, it may be necessary to request a full-time faculty member to accept a teaching assignment which is in excess of the faculty member's normal teaching load. In such cases, the following actions must occur:

February 27, 1996

1. The unit head should first ascertain that no part-time faculty are available to teach the course and that it is not practical for the faculty member to teach an “underload” the following regular academic semester.
2. If such is the case, then the dean in consultation with the Executive Vice Chancellor for Academic Affairs should compute a fair and equitable compensation for the faculty member. This compensation will be conditional upon the number of load hours, the number of different classes that the faculty member has to prepare for the semester, the type of class being offered, and any other factors which might influence the difficulty of the overload task.

March 27, 2009 (Assembly)
 June 26, 2009 (B.O.T.)
 March 20, 2017 (Faculty Assembly)
 June 23, 2017 (B.O.T.)

3. A faculty member may refuse a request to teach an overload. Such a refusal will not be considered in any merit or performance evaluation (e.g., promotion and tenure, merit raises, etc.).
4. The above information must then be submitted to the Executive Vice Chancellor for Academic Affairs for approval.

LOAD REDUCTION (INDEPENDENT STUDY DIRECTION)

Faculty will accumulate credit toward the reduction of teaching loads by offering independent study or individual research courses during the Fall or Spring semesters. The completion of thirty (30) student credit hours will result in a load reduction of a three-credit hour course or other agreed upon remuneration. A record of all such courses taught will be kept by the faculty member and verified by the unit head and dean. No reduction will be granted until the above criteria have been met. For any given semester, the administration may be unable to grant a faculty member’s request for a reduced load due to budgetary or scheduling problems. However, if a reduction is granted, it must be taken within two years after the request was submitted.

Independent Study Guidelines

1. There will be written guidelines for all independent study type courses offered at USC Aiken. The guidelines may be written at the departmental or discipline level.
2. All independent study guidelines should require a formal written application. The application should:
 - a) be prepared by the applicant with approval of the supervising faculty member in consultation with the student’s academic advisor;
 - b) be approved by an appropriate departmental committee (where applicable) and the unit head;
 - c) be completed and fully approved prior to registration for the course;
 - d) include a clear description of the project (the amount and type of work to be completed), the credit hours to be earned, and the time for completion of the project;
 - e) be filed with the department office and the Registrar.

5.4 TERMINATION OF APPOINTMENTS

Probationary Appointments

Tenured Faculty (For Cause, Financial Exigency, Reduction in Program or Instructional Unit)

TERMINATION OF PROBATIONARY APPOINTMENTS

(See also Section 5.6.)

If, during the first year of a probationary appointment, it is deemed in the best interest of the University to terminate the appointment at the end of the first year, notice of such termination will be given in writing by March 1 (July 1 for a second semester appointment). If, during the second year of a probationary appointment, it is deemed in the best interest of the University to terminate the appointment at the end of the second year, notice of such termination will be given in writing by December 15 (April 15 for a second semester appointment). Thereafter, notice in writing of the termination of any probationary appointment (untenured faculty in the tenure track) to which the provisions of this section (and Section 5.6, p. 121) apply will be given at least twelve (12) months prior to the date of termination.

TERMINATION OF TENURED FACULTY

The University reserves the right to terminate a tenured faculty appointment for cause, financial exigency, or reduction in program or instructional unit. The Executive Vice Chancellor will act in place of the Chancellor if the Chancellor is unavailable.

Procedure for Termination of Tenured Faculty (For Cause)

Termination or dismissal of a tenured member of the faculty will be only for cause. Cause will mean one or more of the following:

1. Failure to perform adequately the duties of the position so as to constitute incompetence and/or habitual neglect of duty.
2. Misconduct related directly and substantially to the fitness of the faculty member in his/her professional capacity as a teacher or researcher.
3. Conduct or action not protected by the Constitution or laws and which is a clear interference with the academic functions of the University.
4. Prolonged inability to perform the duties required for the position which exceeds the maximum period of leave available for a disability as defined in the University Sick Leave Policy (see University Policy HR 1.06). Termination of a tenured member of the faculty for medical reasons will be based upon clear and convincing medical evidence that the faculty member cannot continue to fulfill the terms and conditions of appointment.

5. Suspension or revocation of licensure to practice nursing in South Carolina.

July 18, 2007 (FAC)
August 10, 2007 (B.O.T.)
June 27, 2008 (B.O.T.)

Procedures

1. Discussion with the Chancellor

Prior to a decision by the Chancellor to terminate a tenured faculty member for cause, there must be discussions between the faculty member and the Chancellor with the intent of arriving at a mutually agreed upon resolution.

2. Emergency Re-Assignment

If a resolution cannot be reached and the Chancellor decides that the faculty member's continuance in his/her normal duties threatens immediate harm to himself/herself or to others, then the Chancellor may assign the faculty member to new duties for the duration of the subsequent procedure.

3. Faculty Advisory Committee Review

If the Chancellor and the faculty member are unable to reach a resolution, the Chancellor will inform the Faculty Advisory Committee of his/her desire to terminate a tenured member of the faculty. The Chancellor will give this committee and the faculty member a written statement of charges, framed with reasonable particularity, and the factual basis for these charges, also stated with reasonable particularity. The chair of FAC must send copies of the Chancellor's statement to committee members at least ten (10) working days¹ prior to the committee's deliberation on the matter. The function of the committee will be to determine whether the facts alleged, if true, would support the charge and whether the charge is of such a nature as to warrant termination. The discussions, records, and recommendations of the Committee will remain confidential.²

The Committee will inform in writing both the Chancellor and the faculty member of its recommendations and its reasons therefore within thirty (30) working days¹ of the chair's receipt of the Chancellor's statement. Should the Chancellor then wish to pursue termination proceedings he/she will, by letter, inform the faculty member of his/her decision to terminate, including a precise statement of specific charges. The letter will also inform the faculty member of his/her right to request a hearing on this decision by the Tenure Review Board. (See below.)

If the faculty member takes no action within ten (10) working days of receipt of notification by the Chancellor, the Chancellor, without recourse to further proceedings, may send a written letter of termination.

4. Tenure Review Board Hearing

If the faculty member desires a hearing by the Tenure Review Board, he/she must so inform the chair of the Faculty Grievance Committee and the Chancellor in writing

within ten (10) working days of receipt of notification by the Chancellor of the proposed termination.

Upon receipt of the written request for a hearing, the chair of the Faculty Grievance Committee will schedule a hearing and will call a meeting of the Faculty Grievance Committee for the purpose of forming the Tenure Review Board. The hearing will be scheduled no sooner than fifteen (15) working days and no later than forty (40) working days from the date of receipt. All parties must be given written notice as to time, date, and place of the hearing. The chair of the Faculty Grievance Committee will be the temporary chair of the Tenure Review Board until the membership of the Tenure Review Board has been agreed upon by all parties concerned. The Tenure Review Board will initially consist of five (5) voting members and one (1) alternate member chosen by lot from the Faculty Grievance Committee. Unless specifically stated otherwise, both the voting members and alternate member will be considered to be members of the Tenure Review Board. If the chair's name is not chosen as part of the lot, the chair will serve as a temporary member of the Tenure Review Board.

The Tenure Review Board will hold joint pre-hearings with the parties concerned in order to finalize the composition of the Tenure Review Board, to simplify the issues, to effect stipulations of facts, or to meet other appropriate objectives as will make the hearing fair, effective, and expeditious. During the pre-hearings, members of the Tenure Review Board may disqualify themselves for bias or interest and the parties involved may raise the question of disqualification. Vacancies on the Tenure Review Board will be filled by lot from the members of the Faculty Grievance Committee not already chosen by lot. In the event that there are not enough members of the Faculty Grievance Committee left to fill the vacancies, additional members of the Tenure Review Board will be randomly selected from the pool of all other voting faculty members of the Assembly who are eligible to serve on the Faculty Grievance Committee. The Faculty Assembly Chairperson will be in charge of conducting the random selection. Those selected by the Assembly Chairperson may be excused by the Assembly Chairperson if they demonstrate cause. The parties concerned may raise the question of disqualification at subsequent pre-hearings. Once five (5) voting members and one (1) alternate who meet with the approval of all parties concerned have been chosen, the five voting members will elect a permanent Chair of the Tenure Review Board from amongst themselves. If the chair of the Faculty Grievance Committee is not among the five final Tenure Review Board members and is not the alternate, the chair of the Faculty Grievance Committee will no longer be affiliated with the Tenure Review Board.

The following standards and procedures will apply in the conduct of the hearing:

- a) The hearing will be closed.
- b) A verbatim record of the testimony given at the hearing will be taken and a copy made available without cost to the faculty member upon request.
- c) The burden of proof that adequate cause exists rests with the Chancellor and will be satisfied only by clear and convincing evidence in the record, as established at the hearing, considered as a whole.
- d) During the proceedings, the faculty member will be permitted to have an academic advisor and/or counsel of his/her choice. The faculty member and/or his/her advisor or counsel may be present only during the testimony stages of these proceedings. At the request of either party or the hearing committee a

representative of a responsible educational association will be permitted to attend the testimony stages as an observer.

- e) The Chancellor and his/her counsel may be present only during the testimony stages of these proceedings.
- f) The faculty member will be afforded an opportunity to obtain necessary witnesses and documentary or other evidence. The Chancellor will cooperate with the Tenure Review Board in securing witnesses and making available documentary and other evidence.
- g) A quorum of four (4) is required for all Tenure Review Board meetings except for the final meeting when the resolution of the case is to be decided. Five (5) voting members must attend the final meeting. If a voting regular member cannot attend this meeting, the chair of the Tenure Review Board will designate the alternate as a voting member. Under these circumstances a new alternate will not be chosen.
- h) The alternate will have the same rights and responsibilities as voting members (e.g., may question witnesses and participate in all deliberations) except the alternate may not vote except as provided herein. When a voting Tenure Review Board member can no longer serve for whatever reason, the chair of the Tenure Review Board will designate the alternate as a voting member and a new alternate will be chosen following the procedures set forth above.
- i) The Tenure Review Board may grant adjournments to enable either party to investigate evidence as to which a valid claim of surprise is made.
- j) The faculty member and his/her advisor or counsel and the Chancellor and his/her counsel will have the right to confront and cross-examine all witnesses. Where the witnesses cannot or will not appear but the Tenure Review Board determines that the interests of justice require admission of their statements, the Tenure Review Board will identify the witnesses, disclose statements, and, if possible, provide for interrogatories.
- k) The Tenure Review Board will not be bound by strict rules of legal evidence and may admit any evidence which is of probative value in determining the issues involved. Every possible effort will be made to obtain the most reliable evidence available.
- l) The findings of fact and the decision of the Tenure Review Board will be based solely on the evidence in the record, as established at the hearing, considered as a whole.

If the Tenure Review Board concludes that adequate cause for termination has been established, it will so inform the Chancellor and the faculty member in writing.

If the Tenure Review Board concludes that adequate cause for termination has not been established, the Tenure Review Board can recommend to the Chancellor that either no action be taken or that action short of termination be taken. In either case it will so inform the Chancellor and the faculty member along with supporting reasons in writing.

The Tenure Review Board's written statement should be delivered to the Chancellor and the faculty member in a verifiable fashion.

5. Final Disposition and Appeals

Within fifteen (15) calendar days³ of receipt of the Tenure Review Board's report, the Chancellor will inform in writing the faculty member and the Tenure Review Board of his/her decision together with supporting reasons. The Chancellor will inform the faculty member of his/her right to appeal an adverse decision to the President of USC. If the faculty member takes no action within fifteen (15) calendar days³ of receipt of notification by the Chancellor, the Chancellor may send the letter of termination.

If the faculty member is dissatisfied with the final action of the Chancellor, then he or she may appeal the decision to the President of USC by submitting in writing to the President a letter of appeal, a summary of the procedure thus far, copies of all correspondence relating to the matter between the faculty member and the Chancellor and between the faculty member and the Tenure Review Board. This action must be initiated within fifteen (15) calendar days³ of the faculty member's receipt of the Chancellor's notification of intention to terminate the faculty member. No further action can be taken on this campus.

The President will act on the petition within thirty (30) calendar days³ of receipt of the faculty member's appeal.

Within seven (7) calendar days³ of the receipt of notice of the disposition of the petition, the faculty member may appeal the President's action to the Academic Affairs Committee of the Board of Trustees. The Academic Affairs Committee will have thirty (30) calendar days³ following consideration by the Board of Trustees in which to communicate its findings in writing to the President and the faculty member. Action by the Academic Affairs Committee of the Board of Trustees concludes the appeal procedure available within the University system.

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

1. Termination Because of Financial Exigency

Financial exigency will mean a financial crisis which threatens the survival of USC Aiken and which cannot be alleviated by less drastic measures than termination of tenured faculty members.

The administration must prove the existence of a financial exigency, must prove that all feasible alternatives to termination of tenured appointments have been pursued, including the termination of temporary appointments and untenured faculty in that order, and must define the extent of the financial exigency to the Faculty Advisory Committee.

If the Faculty Advisory Committee does not agree that a financial exigency exists, it will issue a statement to that effect. If the administration then chooses to proceed as though one does exist, it does so without faculty support. In such cases, the Faculty Advisory Committee will recommend to the Faculty Assembly the degree of faculty participation in the remainder of the termination process.

If the Faculty Advisory Committee does agree that a financial exigency exists, then the administration and the Faculty Advisory Committee will issue a joint statement

that a financial exigency exists. The Committee must, at the time of each financial crisis, participate in the formulation of criteria for determining termination. All AAUP guidelines regarding financial exigency should be observed. The Committee itself must participate in the decision as to which individuals will be terminated.

In all cases of termination of appointment because of financial exigency, the place of the faculty member concerned will not be filled by a replacement within a period of three years unless the released faculty member has been offered reinstatement at the same position title, salary level (adjusted by the average faculty salary increases over the period of termination), and tenure status as at the time of termination and has been given a reasonable time (not to exceed one year) in which to accept or decline it. Length of service should appropriately be considered among the criteria except in extraordinary circumstances where a serious distortion in the academic program would otherwise result.

2. Termination Because of Reduction in Program or Instructional Unit

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

Any decision to discontinue or reduce a program must be arrived at by the Chancellor in consultation with the Faculty Advisory Committee after open hearings on the subject with the faculty as a whole.

Every effort must be made to place faculty members affected by discontinuance or reduction in another suitable position within the USC System. If placement in another position would be facilitated by a reasonable period of training, financial and other support for such training should be considered by the Chancellor and the committee. Any shift to a new position, however, must follow appropriate search and hiring procedures for that position. Only if no position is available, may a tenured member of the faculty be terminated.

A faculty member receiving notification of an intention to terminate because of discontinuance or reduction in program or instructional unit will be given a one year notice. In addition to one year's notice, the faculty member is entitled to all reasonable support from the university while conducting a search for a new position. This may include, but is not limited to, financial support to attend professional meetings, secretarial support, and the use of campus printing.

In all cases of termination pursuant to this policy, the place of the faculty member concerned will not be filled by a full-time or several part-time replacement(s) within a period of three years, unless the released faculty member has been offered reinstatement at the same position title, salary level (adjusted by the average faculty salary increases over the period of termination) and tenure status as at the time of termination and has been given a reasonable time (not to exceed one year) in which to accept or decline it.

Content Notes:

¹*Working days for the Fall and Spring semesters are defined as days when classes are in session during the Fall and Spring semesters. Saturday class days, student holidays, reading and exam days are excluded. Working days for the summer (the period that begins the day after the last Spring exam day and ends the day before the first day of classes for the Fall semester) are defined as Mondays through Fridays, excepting those days specified as classified employee holidays.*

²*It should be noted that any written records of these deliberations may be subpoenaed if the case reaches the public courts.*

³*If the last day of a period falls on a weekend or a holiday, the period shall be redefined to extend through the next working day.*

5.5 PROMOTION AND TENURE POLICY

I. Introduction and Procedures

A. Policy Statement

The University of South Carolina Aiken adheres in principle to the standards of the American Association of University Professors regarding the rights, privileges, and benefits accorded faculty members. Where University policies differ from those standards, the regulations stated herein, or as subsequently modified by the University, will apply.

To promote the welfare of the University, its policy will be to provide, after a successful probationary period, tenure for its full-time tenure-track faculty members. Service of tenured faculty will be terminated only for adequate cause, or because of financial exigency or reduction in program or instructional unit (see Section 5.5).

At the time of their appointment, faculty members will be informed of the tenure regulations applicable to their positions. Changes in tenure regulations will not be applied retroactively if disadvantageous to the faculty member.

Tenure and promotion are separate actions, but may be granted at the same time.

B. Application Procedures

1. In September of each academic year, the Promotion and Tenure Committee will prepare and distribute to all faculty the promotion and tenure calendar, including the deadlines for each review step, and will make application forms available as needed.
2. The candidate for promotion and/or tenure will complete the required promotion and tenure application forms and prepare a supporting file.
3. The candidate will initiate the promotion and tenure process by submitting his/her promotion and tenure file to the unit head for a written evaluation. Candidates holding the position of department chair will submit their files to the dean as indicated below. Candidates holding the position of dean or director of the library will submit their files directly to the Promotion and Tenure Committee as indicated below.
4. The unit head will return the file with his/her evaluation to the candidate.
5. The candidate may not delete the unit head's evaluation but may add a written response to it.
6. If the unit head is not the dean, the candidate will submit his/her file to the respective dean. The file should include the unit head's evaluation and any written response from the candidate.

7. The dean will return the file with his/her evaluation to the candidate.
8. The candidate may not delete the dean's evaluation but may add a written response to it.
9. The candidate will submit his/her completed file to the Promotion and Tenure Committee chair by the published deadline. No file will be accepted and no supporting documents may be added after the deadline.
10. The Promotion and Tenure Committee members will review and discuss each file. Each committee member will then mark a confidential ballot and write a justification for his/her vote. Votes are taken in the presence of the committee, and two members will count the votes.
11. The Promotion and Tenure Committee will forward its recommendations with written rationale, numerical vote, and the files to the Executive Vice Chancellor.
12. The Promotion and Tenure Committee will communicate its recommendations and the written rationale to each candidate and his/her dean and unit head, but not the numerical vote which will be treated as confidential. At the request of the candidate, a copy of the recommendation may be sent to the candidate's USC Aiken email account.

May 1, 2018 (Assembly)
October 19, 2018 (B.O.T.)

13. The Promotion and Tenure Committee will announce the number of positive and negative recommendations it made in the preceding 3 years at the first Faculty Assembly meeting of the year. The Committee will also announce how many of their recommendations were overturned in that 3-year period based on the final decisions made by the Board of Trustees. The Committee will not announce the names of candidates who received positive recommendations from the Committee.

September 25, 2017 (Assembly)
October 18, 2018 (B.O.T.)

14. In the event of a negative recommendation, the candidate may forward in writing to the Executive Vice Chancellor the reason(s) he/she believes the Promotion and Tenure Committee's recommendation should not be supported. The written rejoinder is added to the file. This is the last time in the review process that a rejoinder may be submitted.
15. The Executive Vice Chancellor will review each file and add a written recommendation. The Executive Vice Chancellor's written recommendation will be forwarded to the candidate, his/her dean and unit head, and the chair of the Promotion and Tenure Committee. All files will then be sent to the Chancellor.
16. The Chancellor will review each file and add a written recommendation. The Chancellor's written recommendation will be forwarded to the candidate,

his/her dean and unit head, the chair of the Promotion and Tenure Committee, and the Executive Vice Chancellor.

17. All files, including all recommendations and responses of all candidates seeking tenure or promotion to Associate or full Professor, will be sent to the President. The President will review the files and send positive recommendations to the Board of Trustees for action. The President will notify, in writing, the Chancellor and the candidates who have not been recommended. The Secretary of the Board of Trustees will notify the candidates of the Board's decision.
18. In the event of a negative recommendation by the President, the candidate may appeal the recommendation to the USC Aiken Grievance Committee. Such appeals will follow the published grievance procedures (see Section 5.9). In the event the USC Aiken Grievance Committee supports the candidate's case, the file will be forwarded to the President for a second review. Following the second review, the Office of the President will notify the candidate of the decision within twenty (20) days. A positive recommendation by the President will be forwarded to the Board of Trustees for final action. The Secretary of the Board of Trustees will notify the candidate of the Board's decision.

September 19, 2007 (Assembly)
June 27, 2008 (B.O.T.)

19. The ultimate decision regarding all faculty requests for promotion and/or tenure at USC Aiken, excluding those candidates for promotion to Senior Instructor, are made by the President of the University of South Carolina and the Board of Trustees. The ultimate decisions regarding promotion to Senior Instructor are made by the Chancellor of USC Aiken.

January 24, 2003 (Assembly)
October 17, 2003 (B.O.T.)

20. The Chancellor or the Executive Vice Chancellor for Academic Affairs will announce all positive decisions for tenure and/or promotion, including the promotions of Instructors to Senior Instructors, at the first Faculty Assembly meeting of the academic year following the Board of Trustees' final action.

February 25, 2015 (Assembly)
April 22, 2016 (B.O.T.)
March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)

II. Tenure

A. Eligibility for Tenure

Only full-time tenure-track faculty members are eligible for tenure. Appointments of faculty to non-tenure track positions are on an annual or multi-year basis. Years of service under such appointments are not part of a probationary period for tenure consideration and in no way change the candidate's maximum probationary period. The candidate's maximum probationary period is determined solely by time in a tenure-track position. Evidence of performance under non-tenure track

appointments at USC Aiken may supplement the promotion and tenure application if the candidate demonstrates that this prior service was the equivalent to that expected of full-time tenure-track faculty.

Before the end of the probationary period, a decision will be made to grant or deny tenure. If the decision is to deny tenure, notice will be given in writing before May 16 of the penultimate year of the maximum probationary period. If notice is not given before May 16, the appointment of the faculty member will thereafter be a continuous (or tenured) appointment. See below, 5.6, II.B.4 and Section 5.5, Termination of Probationary Appointments.

November 30, 2007 (Assembly)
June 27, 2008 (B.O.T.)

B. Tenure Process

For fall appointments, the probationary period for tenure begins with that fall term. For spring or summer appointments, the probationary period for tenure begins with the subsequent fall term.

September 23, 2005 (Assembly)
June 29, 2006 (B.O.T.)

1. Probationary Period and Critical Year

The critical year for any tenure-eligible faculty member is the year in which that faculty member must apply for tenure. In the fall of the year prior to the critical year, the Executive Vice Chancellor for Academic Affairs must notify the faculty member that the following year is his/her critical year. The award of tenure is possible at any time during the probationary period, but early applicants will be held to the same standards as applicants who have exhausted the probationary period. If tenure is not granted by the end of the probationary period, the faculty member is given a letter of non-reappointment by May 15 of the critical year.

May 1, 2007 (Assembly)
July 18, 2007 (FAC)
August 10, 2007 (B.O.T.)
September 25, 2017 (Assembly)
October 18, 2018 (B.O.T.)

a) Probationary Period for Tenure at Assistant Professor Rank

The maximum probationary period for all full-time faculty members hired at the rank of Assistant Professor will be service for seven (7) years at USC Aiken. A tenure decision must be made for any Assistant Professor who is eligible for tenure no later than the end of the sixth year at that rank at USC Aiken. Time during which the faculty member is on approved leave, either with or without pay, will not be counted as part of the probationary period. For an Assistant Professor, the critical year is the sixth year unless a shorter probationary period is stipulated in the letter of appointment.

b) Probationary Period for Tenure at Associate Professor Rank

The maximum probationary period for all full-time faculty members hired at the rank of Associate Professor will be service for six (6) years at USC Aiken. A tenure decision must be made for any Associate Professor who is eligible for tenure no later than the end of the fifth year at that rank at USC Aiken. Time during which the faculty member is on approved leave, either with or without pay, will not be counted as part of the probationary period. For an Associate Professor, the critical year is the fifth year unless a shorter probationary period is stipulated in the letter of appointment.

c) Probationary Period for Tenure at Professor Rank

The maximum probationary period for all full-time faculty members hired at the rank of Professor will be service for five (5) years at USC Aiken. A tenure decision must be made for any Professor who is eligible for tenure no later than the end of the fourth year at that rank at USC Aiken. Time during which the faculty member is on approved leave, either with or without pay, will not be counted as part of the probationary period. For a Professor, the critical year is the fourth year unless a shorter probationary period is stipulated in the letter of appointment.

November 19, 2004 (Assembly)
June 23, 2005 (B.O.T.)
May 1, 2007 (Assembly)
July 18, 2007 (FAC)
August 10, 2007 (B.O.T.)

2. Extension of Faculty Tenure-Track Probationary Period

For documented reasons of a serious health condition (of a faculty member and/or the faculty member's spouse, child, or parent), and for requirements of childbirth, adoption or placement of a foster child, a faculty member holding a probationary term of appointment may request in writing that the maximum probationary period be extended for no less than a year, with no resulting change in employment obligations, in order to provide the faculty member additional time to demonstrate fully professional qualifications for reappointment or tenure.

Procedure

A written request from a faculty member to extend the probationary period for tenure for reasons of a serious health condition, childbirth, adoption or placement of a foster child must be initiated before the beginning of the decision year and requires the approval of the dean or Library Director and the Executive Vice Chancellor for Academic Affairs. The above request may be initiated simultaneously with a request for Family Medical Leave (see University Policy HR 1.07). An extension for reasons of childbirth, adoption or placement of a foster child must be completed within twelve months of the birth or placement of the child. In cases where a faculty member has been in probationary status for more than seven years due to extension of the probationary period for reasons of a serious health condition, childbirth, adoption or placement of a foster child, he/she

shall be evaluated as if he/she had been in probationary status for the normal probationary period, not longer.

A faculty member within the probationary period who has not been reappointed for the following year is not eligible to extend the probationary period under this policy.

See also *USC Aiken Faculty Manual*, under heading Termination of Appointments, Termination of Probationary Appointments, Section 5.5.

March 25, 2005 (Assembly)
June 23, 2005 (B.O.T.)
March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)

3. Interim Progress Review of Tenure-Track Faculty

Tenure-track Assistant Professors and Associate Professors will present a cumulative self-evaluation in addition to their annual self-evaluation in the spring of their third year. Tenure-track Professors will present a cumulative self-evaluation in addition to their annual self-evaluation in the spring of their second year.

The unit head will write an interim progress review of tenure-track faculty members. Following the Deans' Council's review of unit heads' annual evaluations of faculty, the unit head will write a separate progress review of the faculty member and will meet with the faculty member to discuss progress toward meeting tenure and/or promotion expectations. The faculty member will have the right to issue a rejoinder to this assessment.

It is understood that, throughout this process, a positive review of the faculty member's progress toward tenure and/or promotion does not ensure that any or all subsequent evaluations will be positive, and likewise that a negative review does not ensure that any or all subsequent evaluations will be negative. In all subsequent annual evaluations, the unit head will note progress made by the faculty member in addressing any areas of concern identified in the cumulative review.

The faculty member's cumulative review will become part of the faculty member's departmental file and may be included by the faculty member in application for tenure and/or promotion.

April 27, 2004 (Assembly)
June 30, 2004 (B.O.T.)
March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)

4. Termination of Probationary Appointment

If, during the first year of a probationary appointment, it is deemed in the best interest of the University to terminate the appointment at the end of the first year, notice of such termination will be given in writing by March 1 (July 1 for a second

semester appointment). If, during the second year of a probationary appointment, it is deemed in the best interest of the University to terminate the appointment at the end of the second year, notice of such termination will be given in writing by December 15 (April 15 for a second semester appointment). Thereafter, notice in writing of the termination of any probationary appointment (untured faculty in tenure track) to which the provisions of this section apply will be given at least twelve (12) months prior to the date of termination.

If a faculty member fails to apply for tenure in the fall of the critical year, the faculty member will receive a letter of non-reappointment from the Executive Vice Chancellor for Academic Affairs no later than December 15 of the semester in which the faculty member was required to apply for tenure.

5. Initiation of the Tenure Application Process

It will be the obligation of each faculty member to initiate the process for applying for tenure. If a faculty member has not already received tenure prior to the critical year of the probationary period, the administration is obligated to inform him/her at the beginning of the critical academic year that the critical year is at hand, and the faculty member is obligated to submit his/her promotion and tenure file to the Promotion and Tenure Committee. The administration will also inform the Promotion and Tenure Committee before its deliberations of all faculty members who have reached their critical year. By the next business day after the deadline for application, the Promotion and Tenure Committee will supply to the Executive Vice Chancellor for Academic Affairs the names of the faculty members in their critical year who applied for tenure. Once the faculty member initiates the process of applying for tenure in the critical year and the Promotion and Tenure Committee has forwarded its recommendation to the administration, the administration is obligated to act on the application and make a final decision, as prescribed in the promotion and tenure procedures.

November 30, 2007 (Assembly)
June 27, 2008 (B.O.T.)

C. Standards for Tenure by Rank

To be tenured, a faculty member must show evidence of performance consistent with the rank he/she holds.

1. Instructor (not eligible for tenure)
2. Senior Instructor (not eligible for tenure)
3. Standards for Tenure at the Rank of Assistant Professor
 - a) Educational Credentials: earned doctorate or appropriate terminal degree. This policy does allow for exceptions with appropriate written approval by the Executive Vice Chancellor at the time the appointment is made.
 - b) Candidates must demonstrate effective teaching (see IV.B.1.a). Candidates must also demonstrate contributions in scholarly/creative/applied

professional activities (see IV.B.2) commensurate with department/school standards, and university/professional/community service (see IV.B.3).

- c) Professional librarians must demonstrate effective librarianship. Candidates must also demonstrate contributions in scholarly/creative/applied professional activities (see IV.B.2) commensurate with Library standards, and university/professional/community service (see IV.B.3).

4. Standards for Tenure at the Rank of Associate Professor

- a) Educational Credentials: earned doctorate or appropriate terminal degree. This policy does allow for exceptions with appropriate written approval by the Executive Vice Chancellor at the time the appointment is made.
- b) Candidates must demonstrate effective teaching (see IV.B.1.a). Candidates must also demonstrate significant contributions in either scholarly/creative/applied professional activities (see IV.B.2) commensurate with department/school standards, OR university/professional/community service (see IV.B.3) and contributions in the other area.
- c) Professional librarians must demonstrate effective librarianship. Professional librarians must also demonstrate significant contributions in either scholarly/creative/applied professional activities (see IV.B.2) commensurate with Library standards OR university/professional/community service (see IV.B.3) and contributions in the other area.

5. Standards for Tenure at the Rank of Professor

- a) Educational Credentials: earned doctorate or appropriate terminal degree. This policy does allow for exceptions with appropriate written approval by the Executive Vice Chancellor at the time the appointment is made.
- b) Candidates must demonstrate outstanding teaching (see IV.B.1.a). Candidates must also demonstrate sustained, significant contributions in either scholarly/creative/applied professional activities (see IV.B.2) commensurate with department/school standards, OR university/professional/community service (see IV.B.3) and sustained contributions in the other area.
- c) Professional librarians must demonstrate outstanding librarianship. Professional librarians must also demonstrate sustained, significant contributions in scholarly/creative/applied activities (see IV.B.2) commensurate with Library standards, OR university/professional/community service (see IV.B.3), and sustained contributions in the other area.

November 30, 1999 (Assembly)
February 24, 2000 (B.O.T.)
February 23, 2010 (Assembly)
June 25, 2010 (B.O.T.)

III. Academic Promotion

A. Standards for Promotion by Rank

To be promoted, a faculty member must show evidence of performance consistent with the rank for which he/she is applying.

1. Senior Instructor

- a) Educational Credentials: All Senior Instructors must have a full-time appointment and must have earned at least a master's degree or equivalent (as appropriate to the field) which is the minimum requirement for all Instructors.
- b) Standards of Performance: Senior Instructors must teach effectively, advise students, keep regular office hours, grow and develop professionally, and be actively involved at USC Aiken and in the community.
- c) Professional librarians must teach effectively, advise students, keep regular office hours, grow and develop professionally, and be actively involved at USC Aiken and in the community.
- d) Experience: Six or more years of successful performance at the rank of Instructor at USC Aiken are expected for candidates seeking promotion to Senior Instructor.

2. Assistant Professor

Faculty must be appointed to this rank; they cannot be promoted to this rank through the promotion and tenure process. New faculty who lack only the dissertation may be appointed to the rank of Instructor and administratively reappointed to the rank of Assistant Professor when the appropriate terminal degree is completed.

3. Associate Professor

- a) Educational Credentials: earned doctorate or appropriate terminal degree. This policy allows for exceptions with appropriate written approval by the Executive Vice Chancellor at the time the appointment is made.
- b) Standards of Performance: Candidates must demonstrate effective teaching (see IV.B.1.a). Candidates must also demonstrate significant contributions in either scholarly/creative/applied professional activities (see IV.B.2) commensurate with department/school standards OR university/professional/community service (see IV.B.3) and contributions in the other area.
- c) Professional librarians must demonstrate effective librarianship. Candidates must also demonstrate significant contributions in either scholarly/creative/applied professional activities (see IV.B.2)

commensurate with Library standards OR university/professional/community service (see IV.B.3) and contributions in the other area.

- d) Experience: Normally, five or more years of successful performance is expected for candidates seeking promotion to Associate Professor.

4. Professor

- a) Educational Credentials: earned doctorate or appropriate terminal degree. This policy allows for exceptions with appropriate written approval by the Executive Vice Chancellor at the time the appointment is made.
- b) Standards of Performance: Candidates for promotion to Professor must demonstrate outstanding teaching (see IV.B.1.a). Candidates must also demonstrate sustained, significant contributions in scholarly/creative/applied professional activities (see IV.B.2) commensurate with department/school standards OR university/professional/community service (see IV.B.3), and sustained contributions in the other area.
- c) Professional librarians must demonstrate outstanding librarianship. Professional librarians must also demonstrate sustained, significant contributions in scholarly/creative/applied activities (see IV.B.2) commensurate with Library standards OR active, sustained university/professional/community service (see IV.B.3), and sustained contributions in the other area.
- d) Experience: Normally, nine or more years of successful performance is expected for candidates seeking promotion to Professor.

November 30, 1999 (Assembly)
February 24, 2000 (B.O.T.)
February 23, 2010 (Assembly)
June 25, 2010 (B.O.T.)
April 23, 2012 (Assembly)
June 29, 2012 (B.O.T.)

IV. Criteria Used in Promotion and/or Tenure Deliberations

A. General Guidelines for Evaluating Faculty Performance

1. Faculty performance will be evaluated in three areas: teaching, scholarly/creative/applied professional activities, and service.
2. Teaching is the primary responsibility of USC Aiken faculty. Those to be promoted and/or tenured must show evidence of effective teaching.
3. To be tenured, a faculty member must show evidence of performance consistent with the rank he/she holds. To be promoted, a faculty member must show evidence of performance consistent with the rank for which he/she is applying.

4. Criteria for promotion and/or tenure must allow for individual uniqueness and creativity in performance and must value differences within and between disciplines. (Faculty members should not be expected to perform alike or to be equally strong in all three areas.)
5. Evidence submitted by a candidate regarding a recommendation for promotion and/or tenure will be judged according to the pattern of performance which it reveals. Past performance as well as recent accomplishments will be taken into account in order to obtain an overall perspective of a person's career accomplishments and potential for continuing professional development.
6. In considering evidence for promotion and/or tenure, the committee will consider only those activities which are supportive of the institutional purpose. For any activity not obviously related to the institutional purpose, it is incumbent upon the candidate to explain the relevance.
7. Consideration for promotion and/or tenure will not be influenced by the candidate's age, sex, gender, sexual orientation, race, color, national origin, religion, disability, political affiliation, or veteran status.
8. Activities in which a faculty member engages outside of the University will not restrict the opportunity for promotion and/or tenure as long as they are within his/her legal right and are consistent with the traditions of academic freedom.
9. For the purpose of determining years applied toward academic promotion for fall appointments, the first year begins with that fall term. For the purpose of determining years applied toward academic promotion for spring or summer appointments, the first year begins with the subsequent fall term.

September 23, 2005 (Assembly)
June 29, 2006 (B.O.T.)

B. Definition of Areas to be Evaluated

1. Teaching

- a) Teaching is the primary responsibility of USC Aiken faculty. Teaching comprises classroom instruction and a broad range of faculty-student relationships including academic advisement. Individual attributes may vary, and the extent to which individuals exhibit an attribute may differ, but the following traits are commonly valued in an effective teacher: command of subject matter; familiarity with advances in one's field; organization and presentation of material in an effective and logical manner through the use of a variety of methods; active involvement of students in the learning process; capacity to instill in students an awareness of the general objectives of one's discipline; ability to make one's discipline relevant to the students' lives and values; ability to guide advanced students to creative work; maintenance of a high standard of

achievement among students and fairness and good judgment in grading students' performance. The primary area of teaching to be evaluated is the faculty member's performance in conducting his/her courses. Also valued are other activities which demonstrate commitment to teaching or the teaching mission of the institution. An outstanding teacher is expected to achieve and exhibit these commonly valued traits to a higher degree.

- b) Activities and Documents Useful in Evaluating Teaching (not necessarily listed in order of importance). See Promotion and Tenure Application form for items that are required.

Classroom Performance

- A narrative detailing and evaluating changes in approach, content, or delivery for courses taught.
- USC Aiken standardized student evaluations and other student evaluations. The candidate will provide a summary of the results of the evaluations as well as copies of the evaluation results for the last five years.
- Peer observation reports from colleagues who have observed the candidate's teaching in accordance with the Peer/Unit Head Review of Classroom Teaching policy. (See 8.3 of the Faculty Manual for the Peer/Unit Head Review of Classroom Teaching process to be followed for candidates hired on or after August 16, 2005.)
- Letters from colleagues and former students familiar with one's teaching
- Objective evaluation of new classroom methods and other innovative approaches to teaching
- Honors and awards for teaching

October 31, 2007 (Assembly)

June 27, 2008 (B.O.T.)

June 25, 2021 (B.O.T.)

Other Activities Documenting Commitment to Teaching

- Participation in activities designed to increase knowledge of one's field (including teaching certifications)
- Research activities closely related to course content or to teaching technique
- Advisement and counseling of students
- Attendance at workshops, seminars, symposia, conferences and meetings related to one's teaching
- Written reports/papers or workshops presented on teaching methods and/or teaching philosophy
- Any other relevant activities

June 25, 2021 (B.O.T.)

2. Scholarly/Creative/Applied Professional Activities

- a) Scholarly/creative/applied professional activities of faculty will be evaluated. In an institution whose primary mission is teaching, scholarly/creative/applied professional activities that enhance teaching and curriculum development will be valued. In addition, the faculty member's scholarly contribution in the traditional sense to his/her academic discipline, and creative activity characteristic of or related to the academic discipline will be valued. In any endeavor, the quality of the work is more important than the quantity. As the list of examples of documentation below indicates many kinds of scholarly/creative/applied professional activities may be valued. Remuneration for scholarly/creative/applied activities will not lessen nor increase the worth of such contributions in evaluating a candidate's performance.
- b) Activities and Documents Useful in Evaluating Scholarly/Creative/Applied Professional Activities (not necessarily listed in order of importance). See Promotion and Tenure Application form for items that are required.
- Reprints of published articles, poems, essays, stories, plays, critiques, reviews, books, monographs, etc.
 - Copies of scholarly presentations at professional or scholarly meetings or conferences (do not include conference programs or acceptance letters)
 - Reviews of and/or evidence of the dissemination of successful applied professional activities
 - Musical compositions, paintings, sculptures
 - Performance in the arts
 - Grants and/or fellowships received and/or applied for
 - Awards or prizes won
 - Letters from peers outside the campus evaluating the candidate's scholarly/creative work or applied professional activities in accordance with the External Review policy (See Section VIII below.)
 - Descriptions of scholarly or creative work in progress
 - Any other relevant activities

3. University, Professional, and Community Service

- a) Three kinds of service may be considered:
1. the faculty member's contributions to the effective functioning of his/her academic department/school, his/her college, and/or the university as a whole;
 2. the faculty member's service to the profession; and

3. the faculty member's service to the community at large, when it is related to the faculty member's field of expertise or when it promotes the mission of USC Aiken. The burden is on the faculty member to explain how such community service promotes the mission of USC Aiken. Remuneration for university and community service will not lessen or increase the worth of such contributions in evaluating a candidate's performance.
- b) Examples of Service Activities (not necessarily listed in order of importance)

The following activities can primarily be documented by letters from colleagues, the candidate's personal description of his/her level of activity, and/or major documents produced in this service.

- Descriptions of service on college, departmental, school or university committees
- Service to student organizations
- Other assigned departmental duties (for example, curriculum development and departmental planning and assessment)
- Service to appropriate professional organizations
- Presentations to civic groups or local schools
- Organization of symposia, conferences, workshops
- Service on boards, agencies, and commissions (local, state, and national)
- Professional assistance to other faculty members
- Service as a department chair, college coordinator, or other part-time administrator
- Any other relevant activities

V. Promotion and Tenure Guidelines for Librarians

Librarians have the status of faculty. All policies, procedures and criteria as described in "Introduction and Procedures," "Tenure," "Academic Promotion," and "Criteria Used in Promotion and/or Tenure Deliberations" apply to librarians. In addition to any teaching responsibilities they may have, librarians will be evaluated on their librarianship, involvement in university and/or community service and scholarly/creative endeavors.

Librarianship is the primary responsibility of USC Aiken librarians. Documentation of librarianship may include the following:

- a description of the area of expertise;
- a description of assigned duties in the library and an evaluation of the performance of these duties;
- a description of additional duties or innovations assumed or put into effect since first being employed;
- an evaluation of effectiveness and growth as a librarian;
- a description of responsibilities for supervision of other employees in the library and an evaluation of performance in this area;

- other information which the librarian wishes the committee to consider (a brief self-critique or assessment may be included).

Librarianship also includes the teaching of courses (see IV.B.1 for definition of teaching effectiveness).

VI. Promotion and Tenure for Administrators

The positions of Chancellor, Executive Vice Chancellor for Academic Affairs, Assistant Vice Chancellor for Academic Affairs, Dean, and Department Chair are normally held by faculty who have tenure. Other full-time administrative positions are not held by tenured or tenure-track faculty. Full-time administrative positions are those with a contract period of eleven or twelve months and a teaching assignment of one-quarter or less of the course load of full-time faculty. The status of full-time librarians who are designated as faculty is not affected by this policy.

If a full-time administrator already has rank and/or tenure from USC Aiken, that rank and/or tenure is not affected by the administrative role. The period of time spent in a full-time administrative position by a tenure-track person (except for deans and department chairs) is not counted as part of the probationary period, and the person cannot apply for tenure until such time as he/she assumes or resumes a faculty position and meets normal deadlines for tenure consideration. If the administrator applies for promotion, he/she must meet the criteria established for full-time faculty.

If an administrator other than the Chancellor or Executive Vice Chancellor for Academic Affairs does not have rank and/or tenure from USC Aiken, it will not be automatically granted. If an individual without faculty rank leaves that administrative position for any reason, he/she is not automatically entitled to faculty status. If an appropriate faculty position is available, he/she must compete for it with others through a formal search as described under "Faculty Appointment Policies and Procedures" in the operative *USC Aiken Faculty Manual*.

January 24, 2003 (Assembly)
October 17, 2003 (B.O.T.)
Spring 2004 (Editorial)

VII. File Preparation

The Promotion and Tenure Committee's deliberations are based upon the candidate's completed file. The Committee will not solicit additional information or letters. Therefore, each file should be clear and complete and the candidate's record should be carefully documented with supporting evidence. To ensure that all procedures, criteria, and requirements are understood, candidates requesting promotion and/or tenure should read carefully Section 5.6 of the *USC Aiken Faculty Manual*.

Preparation of the file is important. The effect of an application for tenure and/or promotion is diminished by incomplete coverage of the areas of teaching, scholarly/creative/applied professional contributions, and service. It is also impaired by the inclusion of extraneous material. On the other hand, the effectiveness of a file is enhanced if it is professional in its makeup, as well as complete. It is useful if the

applicant explains the relevance of all items included and how the items reflect the candidate's effectiveness.

Candidates should keep in mind that they are preparing an argument for tenure and/or promotion. The burden of demonstrating they have met the criteria described in the *USC Aiken Faculty Manual* is on them. Candidates should also keep their reviewers in mind and explain/interpret their accomplishments so that reviewers outside their disciplines and outside USC Aiken can understand them. The candidates' files will be reviewed by the following:

Unit Head
Dean
USC Aiken Promotion and Tenure Committee
Executive Vice Chancellor for Academic Affairs
Chancellor
President of the USC System
Board of Trustees

January 24, 2003 (Assembly)
October 17, 2003 (B.O.T.)
March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)

A. Mandated Format

1. Candidates must use the "USC Aiken Promotion and Tenure Application Form" distributed by the Promotion and Tenure Committee at the beginning of the academic year.
2. Candidates must organize the supporting documents according to the outline provided on the "USC Aiken Promotion and Tenure Application Form."

B. Mandated Content

1. Candidates must complete in its entirety the "USC Aiken Promotion and Tenure Application Form" distributed by the Promotion and Tenure Committee at the beginning of the academic year.
2. Candidates must key supporting documents to the outline provided on the "USC Aiken Promotion and Tenure Application Form." If a single document supports a candidate's achievements in more than one area, this fact should be noted and/or cross-referenced in the appropriate areas.
3. Candidates must include a completed "Faculty Evaluation Form" from the relevant unit head and dean. Candidates who are serving as dean or Library Director are exempt from this requirement.
4. Candidates, including deans, and unit heads must include copies of all annual evaluations for the past five years except in cases of early application for tenure or promotion when the candidate must submit annual evaluations for all years in tenure track at USC Aiken.

C. Guidelines for Supporting Evidence

1. The candidate has the right to determine what supporting evidence to include in his/her file. The most useful supporting evidence is that which illuminates, qualifies, and indicates the significance of the candidate's accomplishments. It is useful if the applicant explains the relevance of items included and how the items reflect the candidate's effectiveness.
2. Evidence supporting a faculty member's qualifications for promotion may be submitted by the candidate from many sources, including the faculty member, colleagues at USC Aiken, students and former students.
3. Candidates who wish any professional activities prior to employment at USC Aiken to be considered must document those activities in the same manner as they have documented their activities at USC Aiken.
4. In considering evidence for promotion and/or tenure, the Committee will consider only activities which are supportive of the institutional purpose. For any activity not obviously related to the institutional purpose, it is incumbent upon the candidate to explain the relevance.

VIII. External Peer Review of Creative/Applied Professional Activities

A. Purpose

To provide the Promotion and Tenure Committee and administrators who are part of the promotion and tenure process with an external evaluation of a candidate's scholarly/creative/applied professional activities. These evaluations are to be considered additional sources of information about a candidate's activities and are in no way a substitute for the committee members' obligation to exercise their own judgment in evaluation.

B. Process

1. Overview. Each prospective candidate will have her/his scholarly/creative/applied professional activities reviewed by external peer reviewers. Each candidate will submit the names of six potential external peer reviewers to the unit head for approval, three of whom will review the candidate's work and provide written reviews. After a possible additional review at the request of the candidate and possible rejoinders from the candidate, these reviews and any rejoinders will become part of the promotion and tenure file.
2. Selection of external peer reviewers. The candidate will work with the unit head to develop a pool of six potential external reviewers from the candidate's field. The candidate will meet with the unit head and explain why each of these potential reviewers is qualified to review her/his work. Reviewers have to be at least of the rank to which the candidate is applying for promotion.

Anyone whose personal or professional ties to the candidate would make that person unable to provide an unbiased evaluation must be excluded. Should the unit head and the candidate, in consultation with the dean, be unable to agree upon the pool, the Executive Vice Chancellor for Academic Affairs will make the final selections. The unit head will choose three potential reviewers from the pool.

3. Candidate-assembled materials. The candidate will assemble the following materials and submit them to the unit head.

- a) A copy of the candidate's current vita.
- b) Two pieces of the candidate's work that she/he feels are representative of her/his scholarly/creative/applied professional activities. In cases where the candidate and the unit head agree that two pieces are inadequate for an objective evaluation, more pieces may be submitted. If the candidate and unit head, in consultation with the dean, are unable to agree, the Executive Vice Chancellor for Academic Affairs will decide.
- c) A draft of the summary scholarly/creative/applied professional activities section of the candidate's promotion and tenure file that includes the focus of the work and its significance to the candidate's academic discipline or to teaching and/or curriculum development. Alternatively, the candidate may submit a brief statement on the significance of the submitted work and how the work fits into the candidate's scholarly/creative/applied professional endeavors.

4. Unit head responsibilities

- a) Make sufficient copies of the materials submitted by the candidate to send to reviewers.
- b) Attach a copy of the unit guidelines.
- c) Attach a standard cover letter provided by the Promotion and Tenure Committee that includes:
 - 1. A request to the reviewer to evaluate the candidate according to the criteria in the university and unit guidelines and to write a review letter by the requested date that gives an assessment of the candidate's work and the importance of the candidate's scholarly/creative/applied contribution.
 - 2. A request to the reviewer to indicate the nature of her/his relationship, if any, to the candidate.
 - 3. Notification to the reviewer that the review is anonymous, but not confidential, and will be seen by the candidate, with the names and identifying information of the reviewer removed.
 - 4. A request for a copy of the reviewer's own current vita.

5. Web address for sections pertaining to promotion and tenure in the *Faculty Manual*.
- d) Upon receipt of the reviews, the unit head will remove all identifying information and provide these edited reviews to the candidate and be available to discuss the reviews with the candidate.
5. Additional review. Should any of the reviewers fail to complete the reviews in a timely way, the unit head should solicit additional reviews as quickly as possible from other members of the pool so as to complete the process by the deadline for submission of the file. Should the candidate believe that any of the initial completed reviews are unfair or inaccurate, the candidate may request that the unit head choose another reviewer from the pool for an additional review.
6. Right of rejoinder. Regardless of how many reviews are completed, the candidate has the right to attach a rejoinder to any review letter that is completed. Each rejoinder becomes part of the promotion and tenure file.
7. Attachment of reviews to the candidate file. In order to maintain anonymity, the unit head will submit a separate “external reviewer file” to the Promotion and Tenure Committee which will then become part of the candidate’s file. This external reviewer file will include all requests for review letters, vitae of reviewers, and reviews received. All requests become part of the candidate’s file.

The candidate is responsible for placing any rejoinders to reviews by external reviewers in the file that she/he submits to the Promotion and Tenure Committee.

If the candidate chooses to include other external reviews that were solicited outside this process, they should be clearly identified as additional reviewers that did not come from the list of approved external reviewers.

8. Failure of reviewers to provide reviews. In the case that any required reviews are not completed by the Promotion and Tenure Committee deadline for submission of files and the candidate has made a good faith effort to participate in the process, the Promotion and Tenure Committee will consider the file and not penalize the candidate in evaluation of her/his scholarly/creative/applied professional activities.

C. Effective Date

This policy applies to all tenure-track faculty hired in or after August 2006 and all tenured faculty seeking promotion after August 2011.

The candidate and unit head should allow sufficient time for completion of reviews to meet promotion and tenure file deadlines.

- by April 15, candidate provides a list of potential external reviewers to the unit head;
- by May 1, the list of selected reviewers has been approved by candidate and unit head;
- by May 15, unit head will contact and make requests for reviews to be conducted;
- by August 16, candidate provides appropriate assembly of materials to unit head;
- by September 1, unit head will copy materials, attach cover letters, and send materials off to reviewers;
- by September 30, reviewer letters will be returned for inclusion in the candidate's file. Unit head should immediately send additional requests for reviews, if all reviewer letters have not been received.
- by October 7, unit head gives copies of reviews to candidates, with identifying information removed, and be available to discuss the reviews with the candidate if the candidate desires.
- by October 30, unit head submits external peer review of scholarship file to Promotion and Tenure Committee.

November 30, 2007 (Assembly)

March 28, 2008 (Assembly)

June 27, 2008 (B.O.T.)

March 20, 2017 (Faculty Assembly)

June 23, 2017 (Board of Trustees)

IX. Procedural Guidelines for the Promotion and Tenure Committee

- A. In September, the Promotion and Tenure Committee publishes a calendar for promotion and tenure and distributes the appropriate promotion and tenure forms.
- B. Following the deadline for submission of the file to the Promotion and Tenure Committee, each member of the Committee reads each candidate's file.
- C. The Promotion and Tenure Committee meets to discuss each candidate's file.
- D. Following discussion, each member of the Committee votes by written ballot on each action requested by the candidate. Each member also writes a justification for the vote on the ballot. Simple majority is required for a decisive vote. All members are expected to be present for voting. In extenuating circumstances, a quorum is eight.
- E. The Promotion and Tenure Committee produces a written rationale for each recommendation. The recommendation and rationale will be sent to each candidate and his/her unit head. At the request of the candidate, a copy of the recommendation may be sent to the candidate's USC Aiken e-mail account. The candidate and the unit head are not given the numerical vote. The recommendation and rationale will also be sent, along with the complete file and the record of vote, to the Executive Vice Chancellor for Academic Affairs.

January 24, 2003 (Assembly)
October 17, 2003 (B.O.T.)
May 1, 2018 (Assembly)
October 18, 2018 (B.O.T.)

- F. The votes and individual justifications produced by the Promotion and Tenure Committee will be placed in a sealed envelope which becomes a part of the candidate's file and is sent forward with the file.
- G. The Executive Vice Chancellor will return to the candidates the appendices of their files upon completion of the process.
- H. When the candidates' files are returned to USC Aiken upon completion of the process, the Executive Vice Chancellor will store them in a secured area for a period of five years. After this time, the Executive Vice Chancellor will have the files destroyed.
- I. Requests for information or clarification of committee actions will be directed to the committee chairperson for a determination of compliance with applicable state and federal regulations and University of South Carolina policy.
- J. The deliberations of the Promotion and Tenure Committee are confidential with respect to all materials submitted by candidates and all discussion of individual cases by the Committee.

September 28, 2000 (Assembly)
June 22, 2001 (B.O.T.)

- K. The procedures, criteria, and standards used in the promotion and tenure process will be identified in writing and re-evaluated periodically.

Revisions/Updates to Section 5.6, Promotion and Tenure Policy

Approved by Faculty Assembly April 23, 2012
Approved by Board of Trustees June 29, 2012
March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)

5.6 FACULTY EVALUATION

Annual Performance Evaluation Post Tenure Review Post Promotion Review

ANNUAL PERFORMANCE EVALUATION (See Appendix III for details)

1. Every new full-time faculty member must be formally evaluated for the review period August 1—December 31 no later than February 15 of the academic year of the initial appointment. All successive annual evaluations for the academic year review period May 1—April 30 should be conducted between June 1 and November 1 of each year and should cover all full-time faculty.
2. Unit heads will evaluate members of their schools and departments according to the guidelines in Appendix III – USC Aiken Administrative Guidelines for the Evaluation of Faculty. Deans will evaluate department chairs with input from department faculty. The Executive Vice Chancellor for Academic Affairs will evaluate deans and the Library Director with input from the faculty in his or her department; the Library Director will evaluate librarians. Peer input to the process of evaluation is mandatory at various stages in one's career. For specifics, see Appendix III—USC Aiken Administrative Guidelines for the Evaluation of Faculty.
3. Annual evaluations should consider teaching/librarianship, service, and scholarship/creative activity as defined by the academic unit. Deans and the Library Director will be evaluated only on academic leadership and service, unless otherwise specified by the Executive Vice Chancellor for Academic Affairs.
4. Each evaluated faculty member will be asked to sign a statement acknowledging that they have seen the written evaluation by their evaluator in its entirety.
5. Each faculty member may submit a rejoinder to their evaluation by their administrative superior. This rejoinder, if submitted, must be attached to the annual written evaluation and kept with it in the evaluator's confidential file. Every faculty member will receive a copy of their evaluation.
6. The evaluator will send a copy of each faculty member's annual performance report, the supervisor's evaluation, and the faculty member's rejoinder (if submitted) to the appropriate dean or the Library Director and to the Executive Vice Chancellor for Academic Affairs for review.
7. Each dean or the Library Director will review all annual reports and supervisor's evaluations within that college/school/library and discuss with the evaluators. If a dean or the Library Director is also a unit head, the Executive Vice Chancellor for Academic Affairs will review all annual reports and supervisor's evaluations within that college/school/library and discuss with the evaluators. For consistency of evaluations across units, deans and the Library Director will work with college councils, Deans' Council, and the Executive Vice Chancellor for Academic Affairs while preserving the anonymity of the faculty members under review. Deans or the Library Director will provide an evaluation letter for each faculty member. If a dean or the Library Director is also a unit head, the initial evaluation fulfills this requirement.
8. Faculty will receive notification of their final evaluation ratings from the Office of the Executive Vice Chancellor for Academic Affairs.

April 27, 2004 (Assembly)
June 30, 2004 (B.O.T.)
March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)
March 29, 2022 (Assembly)

POST TENURE REVIEW

I. Policy Statement

A. Tenure

Tenure is awarded to a faculty member who has demonstrated over time and to the satisfaction of peers and administrators, a sufficiently high level of performance in teaching, scholarship, and service to warrant a permanent position on a university faculty. Tenure protects academic freedom, the right of faculty to pursue original research or study ideas that are new, unpopular or misunderstood. Such freedom of thought is of inestimable benefit to society. The awarding of tenure has been a practice integral to the proper functioning of the university. It has provided an essential safeguard for society by ensuring that a faculty member's primary loyalty can be to the discovery, advancement, and dissemination of knowledge, and not to ideological or social agendas or commercial enterprises.

The typical path to tenure begins with a lengthy, demanding, and expensive education with no guarantee of employment at the end. The typical recipient of a doctoral degree, which is required by universities for most teaching positions, has spent between nine and twelve years in university study. Many have spent additional years working in their chosen fields or in post doctoral study, so the typical new hire is often well beyond the entry age of those in other professions. A six-year probationary period follows before tenure is awarded.

Compared to other professions, academic careers involve considerable financial and personal sacrifice. Most academics receive a salary for only nine months of the year, and it is much lower than they would receive in the marketplace for their level of education and ability. Faculty accept lower salaries for the "life of the mind," academic freedom, and the security of tenure. Society has traditionally encouraged that trade-off and has received great economic benefit from it. Any significant erosion in the institution of tenure will cause long-term deterioration of the professorate and ultimately the university. Worthy faculty may be forced out and many bright young people will be discouraged from entering the academic world.

B. Post Tenure Review

In its commitment to maintaining faculty excellence, USC Aiken has developed a Post Tenure Review Policy which recognizes and rewards faculty for achievements in the areas of teaching, scholarship, and service commensurate with the standards of the rank earned. USC Aiken is committed to the tenure of its faculty and views post tenure review as a means of supporting the professional development of the faculty.

Post tenure review is a periodic review of tenured faculty. It provides feedback on the faculty member's continuing commitment to the University as demonstrated by the

kinds of productive activities specific to each faculty member's discipline. It is through this productivity that the excellence of USC Aiken is affirmed and sustained. Through this process faculty should receive a greater measure of the reward they deserve.

The overall goal of the post tenure review process is to conserve and enhance one of USC Aiken's greatest strengths, its dedicated and talented faculty. In every stage of the review, the principles of academic freedom and due process will be protected. This includes the freedom to pursue self-directed lines of inquiry, including those that may be novel, unpopular, unfashionable, or of extended duration.

II. Benefits

A periodic review of tenured faculty offers three major benefits. First, it provides the opportunity to reward faculty for the sustained professional performance typical of tenured professors. Second, it provides a periodic occasion to examine broader patterns of career development than those visible in the annual report and to assess directions for the future. Finally, the process also provides an opportunity for those few faculty whose contributions have fallen below acceptable levels to find ways to re-engage their interests, talents, and energies.

III. Relation to Annual Evaluations

Faculty at the University of South Carolina Aiken undergo a systematic annual evaluation in order to assure that they are prepared to remain highly productive for the balance of their careers. Because the annual review is an administrative review, the process provides feedback only from that perspective. The post tenure review process strengthens faculty assessment by providing the opportunity for peer feedback on faculty performance at regular six-year intervals. The post tenure review, like the annual review and the promotion and tenure review, covers the three traditional areas of faculty responsibility: teaching, scholarship, and service.

The review will be sufficiently flexible to accommodate faculty with differing disciplines, responsibilities, professional interests, and career profiles. The review will acknowledge that faculty members may contribute to the institution's mission in different ways at different points in their careers.

IV. Post Tenure Review Files

The post tenure review process should be rigorous and thorough, but it must not be allowed to inadvertently undermine faculty productivity by its demands. To that end, the process will build upon the annual reports that faculty prepare for submission to their unit heads. After being notified that they are scheduled for post tenure review by the Executive Vice Chancellor's Office, faculty members will prepare a folder with tabs to separate sections that includes the following and only the following items: the post tenure review form;

- 1) a summary statement of no more than two pages (twelve point font, one inch margins) that highlights major accomplishments and helps the committee

establish a clear and coherent profile of the candidate's career since the last career evaluation, and which projects future activities and career directions;

- 2) a current vita, not to exceed ten pages (twelve point font, one inch margins);
- 3) a set of all annual activity reports since the faculty member's last career evaluation (without supporting documentation) in reverse chronological order, each followed by a copy of the annual supervisory evaluation and the final performance review memo for that year from the Executive Vice Chancellor for Academic Affairs.
- 4) For faculty hired after August 16, 2005, peer observation reports for classroom visits will be conducted in the academic year before post tenure review, as outlined in Appendix 8.3.

In addition, the faculty member may provide a copy of any rejoinder submitted as part of the annual evaluation process. If a rejoinder is included, the faculty member will also submit the official response to the rejoinder. Moreover, the faculty member may provide a written rebuttal, with supporting evidence, to any supervisory evaluations or administrative responses.

February 28, 2003 (Assembly)
June 26, 2003 (B.O.T.)
April 27, 2006 (Assembly)
June 29, 2006 (B.O.T.)
April 23, 2012 (Assembly)
June 29, 2012 (B.O.T.)
August 16, 2013 (Assembly)
June 20, 2014 (B.O.T.)

V. Eligible Faculty

The full-time teaching faculty, non-full time administrative faculty and librarians will be subject to the post tenure review process. (See Section 5.6 of the *Faculty Manual* for the definition of full-time administrators.) Those faculty who move into full-time administrative positions will not be subject to the post tenure review process until they move back into a teaching or less than full-time administrative position and have accumulated a total of six years of service since their last positive promotion or tenure review by the Promotion and Tenure Committee, or since their last post tenure review. These may be non-consecutive years.

VI. Definitions of Standards

A. Maintaining Professional Performance at Rank

Maintaining professional performance at rank means that during the post tenure review period, the faculty member has continued at the level of performance outlined by the criteria used for his/her promotion to his/her present rank. It should be noted that, as stated in the *USC Aiken Faculty Manual*, 5.6, IV.A.4, "Criteria for promotion and/or tenure must allow for individual uniqueness and creativity in performance and must value differences within and between disciplines. (Faculty members should not be expected to perform alike or to be equally strong in all three areas.)" (See Section 5.6, Promotion and Tenure Policy in the *USC Aiken Faculty Manual*, specifically sections III - V.)

B. Not Maintaining Professional Performance at Rank

Not maintaining professional performance at rank is understood to mean that during the post tenure review period, the faculty member has substantial and chronic deficiencies in maintaining the level of performance outlined by the criteria used for his/her promotion to his/her present rank.

VII. Application Process

1. In January of each year, the Executive Vice Chancellor for Academic Affairs will notify all faculty who are to be candidates for post tenure review during the following academic year. This will be done in writing with copies going to the dean and the unit head; candidates' signatures will be required to provide evidence of notification. Candidates will include all tenured teaching and tenured non-full time administrative faculty who have completed six years since either a tenure, promotion or previous post tenure review. Should the pool be larger than twenty candidates, candidates with the longest time since their last review will become candidates that year. Others will be postponed for consideration until the following year. Post tenure review will be waived for any faculty member who notifies the Executive Vice Chancellor for Academic Affairs in writing of retirement within three years of the next scheduled review. The notification of retirement within three years and the request for waiver of post tenure review during that period is the option of the faculty member. It is preferred that retirement notification and request for post tenure review waiver be submitted to the Executive Vice Chancellor by August 16 of the year of the scheduled review. Faculty may not apply for promotion and go through post tenure review the same year. Those who choose to seek promotion in lieu of post tenure review and do not receive the promotion must go through post tenure review the following year.

April 27, 2004 (Assembly)
June 30, 2004 (B.O.T.)
Summer 2005 (Editorial)
March 27, 2009 (Assembly)
June 26, 2009 (B.O.T.)
August 16, 2013 (Assembly)
June 20, 2014 (B.O.T.)
March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)

2. In September of each academic year, the Post Tenure Review Committee will prepare and distribute to all faculty the post tenure review calendar, including the deadlines for each step, and will make forms available as needed. [Reference: Post Tenure Review Committee, 8.1.]
3. The candidate for post tenure review will complete the required post tenure review form and prepare a supporting file, as described in section IV, above.
4. The candidate will submit his/her file plus copies for all committee members to the chair of the Post Tenure Review Committee by the published deadline. No file will be accepted after the deadline. Failure to submit a file may result in the University taking further action under Section 5.5 of the *USC Aiken Faculty Manual*.

March 27, 2009 (Assembly)
June 26, 2009 (B.O.T.)
August 16, 2013 (Assembly)
June 20, 2014 (B.O.T.)

5. For files determined by the committee to be incomplete according to Section 5.7.IV, the committee may request the missing information. The candidate must provide the requested information within ten business days of the request. If the request is not honored, the committee will consider this as a non-submitted file.

August 16, 2013 (Assembly)
June 20, 2014 (B.O.T.)

6. The Post Tenure Review Committee members will review and discuss each file. Each committee member will then mark a confidential ballot indicating whether or not he/she believes the faculty member has maintained professional performance at the earned rank. Votes will be taken in the presence of the committee, and two members will count the votes.
7. The Post Tenure Review Committee will forward its findings with written rationale and the files to the Executive Vice Chancellor.
8. The Post Tenure Review Committee will communicate its findings and the written rationale to each candidate, but not the numerical vote which will be treated as confidential.
9. The Post Tenure Review Committee will then announce its positive findings to the faculty.
10. In the event of a finding that a candidate needs to re-engage his/her energies to regain the level of professional performance expected at that rank, the candidate may forward in writing to the Executive Vice Chancellor the reason(s) why he/she believes the Post Tenure Review Committee's finding should not be supported.
11. The Executive Vice Chancellor will review each file and add a written recommendation. All files will then be sent to the Chancellor for action within thirty calendar days.

12. The Chancellor will make a decision and notify the candidate and the Post Tenure Review Committee in writing within fifteen calendar days.

13. In the event the Chancellor decides that the faculty member has not maintained professional performance at rank, the candidate may appeal the decision to the USC Aiken Grievance Committee. Such appeals must be made within the same academic year and will follow the published grievance procedures. (See Section 5.9.) In the event the USC Aiken Grievance Committee supports the candidate's case, the file is forwarded to the Chancellor for a second review. The Chancellor will notify the candidate of the final decision. In the event that the Chancellor decides that a faculty member has not maintained professional performance at rank, the faculty member will be required to carry out a professional development plan.

March 27, 2009 (Assembly)
June 26, 2009 (B.O.T.)

14. The ultimate decisions regarding post tenure review are made by the Chancellor of USC Aiken.

[NOTE: Documentation may be requested from the candidate at any time during this procedure for further clarification.]

February 28, 2003 (Assembly)
June 26, 2003 (B.O.T.)
April 27, 2006 (Assembly)
June 29, 2006 (B.O.T.)
August 16, 2013 (Assembly)
June 20, 2014 (B.O.T.)

VIII. Reward for Maintaining Professional Performance at Rank

When the candidate at the rank of Associate Professor or Professor receives a positive decision from the Chancellor, the faculty member will be eligible to receive an increase in his/her base salary equal to two-thirds of the amount that would currently be awarded for promotion to his/her present rank. In the case of tenured Assistant Professors, the increase will be equal to half the current value of promotion to Associate Professor.

The salary increase will be effective at the start of the academic year following the Chancellor's decision that the faculty member has met Post Tenure Review requirements.

February 23, 2010 (Assembly)
June 25, 2010 (B.O.T.)

IX. Improvement Opportunities

A. The Professional Development Plan

A faculty member whose post tenure review reveals that he/she has not maintained professional performance at rank by having substantial and chronic deficiencies will participate in a professional development plan designed to fit the individual's circumstances. The professional development plan will describe how specific deficiencies in a faculty member's performance will be remedied. The plan will be developed collaboratively by the faculty member, the faculty member's unit head, the dean, and a tenured colleague of the faculty member's choice, and will be approved by the Post Tenure Review Committee. The plan should reflect the aspirations of the faculty member, the unit, and the University. All faculty and administrators involved in the plan must be committed to its successful completion and must provide reasonable support. The re-engagement of faculty interests and energies provides a positive outcome for the entire University community. The faculty development plan will: (1) define specific goals and outcomes; (2) outline activities to achieve the goals and outcomes; (3) provide a schedule for accomplishing the activities, including intermediate as well as final outcome assessment; (4) define the criteria by which progress will be measured. The plan must be completed in no more than three years. Failure to meet the deadline may result in the University taking further action under Section 5.5 of the *USC Aiken Faculty Manual*.

March 27, 2009 (Assembly)

June 26, 2009 (B.O.T.)

March 20, 2017 (Faculty Assembly)

June 23, 2017 (Board of Trustees)

B. The Process

When the faculty member is notified that development is required and any appeal process is exhausted, the faculty member will have thirty calendar days to develop, with his/her supervisor and another tenured faculty member, the faculty development plan. The supervisor will be responsible to oversee the process of plan development and send the development plan within these thirty calendar days to the Post Tenure Review Committee for its approval. An extension for extenuating circumstances may be granted by the committee upon written request from the faculty member and/or the supervisor. In the event that the faculty member and the supervisor (with the help of the tenured faculty member) cannot agree on a development plan, the faculty member may send a separate development plan to the committee.

Within thirty calendar days of receipt (excluding summer months) the Committee must inform the faculty member, the unit head, the dean, and the Executive Vice Chancellor for Academic Affairs of whether the development plan has been accepted. In the event that two plans are submitted, the Committee may choose between them, or it may devise a third plan from the two submitted as a compromise. If the committee does not approve the development plan or requests changes in it, the committee chair will notify the faculty member, the unit head, the dean, and the Executive Vice Chancellor for Academic Affairs. Within fifteen

calendar days (excluding summer months) of receipt of the committee's announcement that the plan has not been approved, the faculty member must submit a revised plan to the committee. The Committee will render a decision on the revised plan within fifteen calendar days (excluding summer months) of receiving it. If the plan is approved, the Committee will notify the faculty member, the unit head, the dean, and the Executive Vice Chancellor for Academic Affairs, and the three-year clock will begin. If the revised plan is not approved, the Committee will notify the faculty member, the unit head, the dean, and the Executive Vice Chancellor for Academic Affairs, that no satisfactory development plan has been submitted. Failure to submit an approved plan within the prescribed time will be deemed as failure to have completed the post tenure review process, and the three-year time period will no longer apply. In this circumstance, the University may take further action under Section 5.5 of the *USC Aiken Faculty Manual*.

May 1, 2007 (Assembly)
July 18, 2007 (FAC)
August 10, 2007 (B.O.T.)
March 27, 2009 (Assembly)
June 26, 2009 (B.O.T.)
March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)

During the development period, the faculty member and the supervisor will meet periodically to review progress toward meeting the goals stated in the development plan. When the faculty member and the supervisor agree that the goals have been met, or at the end of the three-year period, the supervisor will send a report to the Post Tenure Review Committee. This report will include sufficient information regarding the faculty member's activities and accomplishments for the Post Tenure Review Committee to determine whether or not the goals of the plan have been met. This report must be signed by both the faculty member and the supervisor, and it may include a statement from the faculty member providing additional information or perspectives. The Committee will communicate its decision to the faculty member, the unit head, the dean, the Executive Vice Chancellor, and the Chancellor within thirty calendar days (excluding summer months). The Executive Vice Chancellor will review the Committee decision and add a written recommendation. The ultimate decision regarding whether the faculty member has successfully met the goals of the plan will be made by the Chancellor of USC Aiken within thirty calendar days of receipt of the Committee decision. Failure to meet the goals of the plan in the three-year time period will make the faculty member ineligible for the reward specified in section VIII of this plan, and the University may take further action under Section 5.5 of the *USC Aiken Faculty Manual*. A faculty member who successfully meets the goals of the professional development plan will be eligible to receive the same reward as specified in section VIII and will be eligible for post tenure review six years after meeting the goals of the professional development plan or six years after the last promotion review with a positive result, if another such review takes place during that six-year period.

May 24, 1998 (PTR Policy)
February 28, 2003 (Assembly)
June 26, 2003 (B.O.T.)
March 27, 2009 (Assembly)

June 26, 2009 (B.O.T.)
January 24, 2011 (Assembly)
June 30, 2011 (B.O.T.)
March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)

POST PROMOTION REVIEW FOR SENIOR INSTRUCTORS

I. Policy Statement

In its commitment to maintaining faculty excellence, USC Aiken has developed a Post Promotion Review Policy which recognizes and rewards faculty for achievements in the areas of teaching, scholarship, and service commensurate with the standards of the rank earned. USC Aiken views post promotion review as a means of supporting the professional development of the faculty.

Post promotion review is a periodic review of Senior Instructors. It provides feedback on the faculty member's continuing commitment to the University as demonstrated by the kinds of productive activities specific to each faculty member's discipline. It is through this productivity that the excellence of USC Aiken is affirmed and sustained. Through this process faculty should receive a greater measure of the reward they deserve.

The overall goal of the post promotion review process is to conserve and enhance one of USC Aiken's greatest strengths, its dedicated and talented faculty. In every stage of the review, the principles of academic freedom and due process will be protected. This includes the freedom to pursue self-directed lines of inquiry, including those that may be novel, unpopular, unfashionable, or of extended duration.

II. Benefits

A periodic review of Senior Instructors offers three major benefits. First, it provides the opportunity to reward faculty for the sustained professional performance typical of Senior Instructors. Second, it provides a periodic occasion to examine broader patterns of career development than those visible in the annual report and to assess directions for the future. Finally, the process also provides an opportunity for those few faculty whose contributions have fallen below acceptable levels to find ways to reengage their interests, talents, and energies.

III. Relation to Annual Evaluations

Faculty at the University of South Carolina Aiken undergo a systematic annual evaluation in order to assure that they are prepared to remain highly productive for the balance of their careers. Because the annual review is an administrative review, the process provides feedback only from that perspective. The post promotion review process strengthens faculty assessment by providing the opportunity for peer feedback on faculty performance at regular six-year intervals. The post promotion review, like the annual review and the promotion review, covers the three traditional areas of faculty responsibility: teaching, scholarship (as applicable), and service.

The review will be sufficiently flexible to accommodate faculty with differing disciplines, responsibilities, professional interests, and career profiles. The review will

acknowledge that faculty members may contribute to the institution's mission in different ways at different points in their careers.

IV. Post Promotion Review Files

The post promotion review process should be rigorous and thorough, but it must not be allowed to inadvertently undermine faculty productivity by its demands. To that end, the process will build upon the annual reports that faculty prepare for submission to their unit heads. After being notified that they are scheduled for post promotion review by the Executive Vice Chancellor's Office, faculty members will prepare a folder with tabs to separate sections that includes the following and only the following items:

- a) the post promotion review form;
- b) a summary statement of no more than two pages (twelve point font, one inch margins) that highlights major accomplishments and helps the committee establish a clear and coherent profile of the candidate's career since the last career evaluation, and which projects future activities and career directions;
- c) a current vita, not to exceed ten pages (twelve point font, one inch margins);
- d) a set of all annual activity reports since the faculty member's last career evaluation (without supporting documentation) in reverse chronological order, each followed by a copy of the annual supervisory evaluation and the final performance review memo for that year from the Executive Vice Chancellor for Academic Affairs.
- e) Peer observation reports for classroom visits will be conducted in the academic year before post promotion review, as outlined in Appendix 8.3.

In addition, the faculty member may provide a copy of any rejoinder submitted as part of the annual evaluation process. If a rejoinder is included, the faculty member will also submit the official response to the rejoinder. Moreover, the faculty member may provide a written rebuttal, with supporting evidence, to any supervisory evaluations or administrative responses.

V. Eligible Faculty

All Senior Instructors will be subject to the post promotion review process. Those faculty who move into full-time administrative positions will not be subject to the post promotion review process until they move back into a teaching or less than full-time administrative position and have accumulated a total of six years of service since their last positive promotion review by the Promotion and Tenure Committee, or since their last post promotion review. These may be non-consecutive years.

VI. Definitions of Standards

A. Maintaining Professional Performance at Rank

Maintaining professional performance at rank means that during the post promotion review period, the faculty member has continued at the level of performance outlined by the criteria used for his/her promotion to his/her present rank. It should be noted that, as stated in the *USC Aiken Faculty Manual*, 5.6, IV.A.4, "Criteria for promotion and/or tenure must allow for individual uniqueness and creativity in performance and must value differences within and between disciplines. (Faculty members should not be expected to perform alike or to be

equally strong in all areas.)” (See Section 5.6, Promotion and Tenure Policy in the *USC Aiken Faculty Manual*, specifically sections III - V.)

B. Not Maintaining Professional Performance at Rank

Not maintaining professional performance at rank is understood to mean that during the post promotion review period, the faculty member has substantial and chronic deficiencies in maintaining the level of performance outlined by the criteria used for his/her promotion to his/her present rank.

VII. Application Process

1. In January of each year, the Executive Vice Chancellor for Academic Affairs will notify all faculty who are to be candidates for post promotion review during the following academic year. This will be done in writing with copies going to the dean, and the unit head; candidates’ signatures will be required to provide evidence of notification. Candidates will include all Senior Instructors who have completed six years since either a promotion or previous post promotion review. Should the pool be larger than twenty candidates, candidates with the longest time since their last review will become candidates that year. Others will be postponed for consideration until the following year. Post promotion review will be waived for any faculty member who notifies the Executive Vice Chancellor for Academic Affairs in writing of retirement within three years of the next scheduled review. The notification of retirement within three years and the request for waiver of post promotion review during that period is the option of the faculty member. It is preferred that retirement notification and request for post promotion review waiver be submitted to the Executive Vice Chancellor by August 16 of the year of the scheduled review.
2. In September of each academic year, the Post Tenure Review Committee will prepare and distribute to all faculty the post promotion review calendar, including the deadlines for each step, and will make forms available as needed. [Reference: Post Tenure Review Committee, 8.1.]
3. The candidate for post promotion review will complete the required post promotion review form and prepare a supporting file, as described in section I.c., above.
4. The candidate will submit his/her file plus copies for all committee members to the chair of the Post Tenure Review Committee by the published deadline. No file will be accepted after the deadline. Failure to submit a file may result in the non-renewal of the Senior Instructor’s contract.
5. For files determined by the committee to be incomplete, the committee may request the missing information. The candidate must provide the requested information within ten business days of the request. If the request is not honored, the committee will consider this as a non-submitted file.

6. The Post Tenure Review Committee members will review and discuss each file. Each committee member will then mark a confidential ballot indicating whether or not he/she believes the faculty member has maintained professional performance at the earned rank. Votes will be taken in the presence of the committee, and two members will count the votes.
7. The Post Tenure Review Committee will forward its findings with written rationale and the files to the Executive Vice Chancellor.
8. The Post Tenure Review Committee will communicate its findings and the written rationale to each candidate, but not the numerical vote which will be treated as confidential.
9. The Post Tenure Review Committee will then announce its positive findings to the faculty.
10. In the event of a finding that a candidate needs to re-engage his/her energies to regain the level of professional performance expected at that rank, the candidate may forward in writing to the Executive Vice Chancellor the reason(s) why he/she believes the Post Tenure Review Committee's finding should not be supported.
11. The Executive Vice Chancellor will review each file and add a written recommendation. All files will then be sent to the Chancellor for action within thirty calendar days.
12. The Chancellor will make a decision and notify the candidate and the Post Tenure Review Committee in writing within fifteen calendar days.
13. In the event the Chancellor decides that the faculty member has not maintained professional performance at rank, the candidate may appeal the decision to the USC Aiken Grievance Committee. Such appeals must be made within the same academic year and will follow the published grievance procedures. (See Section 5.9.) In the event the USC Aiken Grievance Committee supports the candidate's case, the file is forwarded to the Chancellor for a second review. The Chancellor will notify the candidate of the final decision. In the event that the Chancellor decides that a faculty member has not maintained professional performance at rank, the Executive Vice Chancellor and the faculty member's unit head will meet to determine whether 1) to not offer the Senior Instructor a new contract or 2) to offer the Senior Instructor a one- to three-year contract conditional on the faculty member completing a professional development plan.
14. The ultimate decisions regarding post promotion review are made by the Chancellor of USC Aiken.

[NOTE: Documentation may be requested from the candidate at any time during this procedure for further clarification.]

March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)

VIII. Reward for Maintaining Professional Performance at Rank

When the candidate at the rank of Senior Instructor receives a positive decision from the Chancellor, the faculty member may be eligible to receive an increase in her/her base salary. Any increase is at the sole discretion of the Chancellor.

If an increase is awarded, the salary increase will be effective at the start of the academic year following the Chancellor's decision that the faculty member has met post- promotion review requirements and that an increase should be awarded.

March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)

IX. Consequences for Not Maintaining Professional Performance at Rank

A. If it is determined that the faculty member has not maintained professional performance at rank by having substantial and chronic deficiencies, the Executive Vice Chancellor and the faculty member's dean and unit head will meet to determine whether 1) to not offer the faculty member a new contract or 2) to offer the faculty member a one- to three-year contract conditional on the faculty member completing a professional development plan of the same length as the contract.

B. The Professional Development Plan

If the Executive Vice Chancellor and the faculty member's dean and unit head determine that the faculty member is eligible for a professional development plan, the faculty member will be offered a one- to three-year contract and will participate in a professional development plan designed to fit the individual's circumstances. The professional development plan will describe how specific deficiencies in a faculty member's performance will be remedied. The plan will be developed collaboratively by the faculty member, the faculty member's supervisor, and a tenured colleague or Senior Instructor of the faculty member's choice, and will be approved by the Post Tenure Review Committee. The plan should reflect the aspirations of the faculty member, the department, and the University. All faculty and administrators involved in the plan must be committed to its successful completion and must provide reasonable support. The reengagement of faculty interests and energies provides a positive outcome for the entire University community. The faculty development plan will: 1) define specific goals and outcomes; 2) outline activities to achieve the goals and outcomes; 3) provide a schedule for accomplishing the activities, including intermediate as well as final outcome assessment; 4) define the criteria by which progress will be measured. The plan must be completed in no more than three years. Failure to meet the deadline may result in the non-renewal of the Senior Instructor's contract.

X. The Process

When the faculty member is notified that development is required and any appeal process is exhausted, the faculty member will have thirty calendar days to develop, with his/her supervisor and a tenured colleague or Senior Instructor, a one- to three-

year faculty development plan. The supervisor will be responsible to oversee the process of plan development and send the development plan within these thirty calendar days to the Post Tenure Review Committee for its approval. An extension for extenuating circumstances may be granted by the committee upon written request from the faculty member and/or the supervisor. In the event that the faculty member and the supervisor (with the help of the tenured faculty member or Senior Instructor) cannot agree on a development plan, the faculty member may send a separate development plan to the committee.

Within thirty calendar days of receipt (excluding summer months) the Committee must inform the faculty member, the supervisor, the dean, and the Executive Vice Chancellor for Academic Affairs of whether the development plan has been accepted. In the event that two plans are submitted, the Committee may choose between them, or it may devise a third plan from the two submitted as a compromise. If the committee does not approve the development plan or requests changes in it, the committee chair will notify the faculty member, the supervisor, the dean, and the Executive Vice Chancellor for Academic Affairs. Within fifteen calendar days (excluding summer months) of receipt of the committee's announcement that the plan has not been approved, the faculty member must submit a revised plan to the committee. The Committee will render a decision on the revised plan within fifteen calendar days (excluding summer months) of receiving it. If the plan is approved, the Committee will notify the faculty member, the supervisor, the dean, and the Executive Vice Chancellor for Academic Affairs, and the clock will begin. If the revised plan is not approved, the Committee will notify the faculty member, the dean, the Executive Vice Chancellor for Academic Affairs, and the supervisor that no satisfactory development plan has been submitted. Failure to submit an approved plan within the prescribed time will be deemed as failure to have completed the post promotion review process, and the time period will no longer apply. In this circumstance, the University may choose to not renew the Senior Instructor's contract.

During the development period, the faculty member and the supervisor will meet periodically to review progress toward meeting the goals stated in the development plan. When the faculty member and the supervisor agree that the goals have been met, or at the end of the probationary period, the supervisor will send a report to the Post Tenure Review Committee. This report will include sufficient information regarding the faculty member's activities and accomplishments for the Post Tenure Review Committee to determine whether or not the goals of the plan have been met. This report must be signed by both the faculty member and the supervisor, and it may include a statement from the faculty member providing additional information or perspectives. The Committee will communicate its decision to the faculty member, the supervisor, the dean, the Executive Vice Chancellor, and the Chancellor within thirty calendar days (excluding summer months). The Executive Vice Chancellor will review the Committee decision and add a written recommendation. The ultimate decision regarding whether the faculty member has successfully met the goals of the plan will be made by the Chancellor of USC Aiken within thirty calendar days of receipt of the Committee decision. Failure to meet the goals of the plan in the agreed upon time period will make the faculty member ineligible for the reward specified in section g. of this plan, and the University may choose to not renew the Senior Instructor's contract. A faculty member who successfully meets the goals of the professional development plan will be eligible to receive the same reward as specified in section g. and will be eligible for post promotion review six years after meeting the goals of the professional development plan or six years after the last

promotion review with a positive result, if another such review takes place during that six-year period.

April 11, 2016 (Assembly)
June 24, 2016 (B.O.T.)
March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)

5.7 FACULTY SALARY POLICIES AND PROCEDURES

Merit Raises Promotion Raises Raises - Successful PTR Administrative Supplements

MERIT RAISES

The standard Pay for Performance procedures for the university shall be followed for merit raises aside from those associated with established processes for tenure, promotion, post-tenure review, and post-promotion review.

Fall 1998 (FAC)
March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)
March 29, 2022 (Assembly)

PROMOTION RAISES

Salary increments also accompany promotions to the various academic ranks.

When the candidate for promotion to Senior Instructor receives a positive decision from the Chancellor, the faculty member will receive an increase in his/her base salary, effective at the beginning of the academic year following the positive decision by the Chancellor.

When the candidate for promotion to Associate Professor or Professor receives a positive decision from the USC Board of Trustees, the faculty member will receive an increase in his/her base salary, effective at the beginning of the academic year following the positive decision by the Board.

February 23, 2010 (Assembly)
June 25, 2010 (B.O.T.)

RAISES FOLLOWING SUCCESSFUL COMPLETION OF POST TENURE REVIEW

When the candidate at the rank of Associate Professor or Professor receives a positive decision from the Chancellor, the faculty member will be eligible to receive an increase in his/her base salary equal to two-thirds of the amount that would currently be awarded for promotion to his/her present rank. In the case of tenured Assistant Professors, the increase will be equal to half the current value of promotion to Associate Professor.

The salary increase will be effective at the start of the academic year following the Chancellor's decision that the faculty member has met post tenure review requirements.

February 23, 2010 (Assembly)
June 25, 2010 (B.O.T.)

ADMINISTRATIVE SUPPLEMENTS

Department chairs and other administrators receive salary supplements and/or release time in proportion to their administrative duties. The supplement is subtracted if the administrator returns to full-time teaching. Also, no raise percentages are applied to the administrative supplement during the raise process, i.e., raises are only applied to the base amount of the salary.

5.8 FACULTY GRIEVANCE POLICY

I. Faculty Grievances

Individual USC Aiken faculty members have the right to grieve any administrative decisions affecting their employment, including but not limited to the following categories:

1. Denial of tenure or promotion or unsatisfactory post tenure review decision: on the grounds of unlawful discrimination; violation or denial of procedural due process; inadequate or improper documentation, use of impermissible criteria, or improper evaluation of criteria; or denial of academic freedom.

May 1, 2002 (Assembly)
June 27, 2002 (B.O.T.)

2. Salary and compensation: on the grounds of unlawful discrimination; violation or denial of procedural due process; inadequate or improper documentation, use of impermissible criteria, or improper evaluation of criteria; or denial of academic freedom.
3. Non-reappointment of tenure-track faculty: on the grounds of violation or denial of procedural due process or denial of academic freedom. The matter of due process is deemed to apply in particular to required annual faculty evaluation and the observance of the timely notice requirements.
4. And other matters (e.g., work assignments and disciplinary actions are grievable, although the faculty member should exhaust all other administrative procedures first): on the grounds of unlawful discrimination; violation or denial of procedural due process; arbitrary and unreasonable action; or denial of academic freedom.

The burden of proof rests with the grievant. It is the grievant's responsibility to present a specific claim and evidence pertinent to that claim. The Grievance Committee will establish a subcommittee to determine if there is substance to the allegations of the grievant based on the grounds specified above. The subcommittee is limited to recommending appropriate action to the Chancellor.

II. The timetable for the grievance process is as follows.

EVENT	TIMETABLE OF EVENTS	DEADLINE
A	Grievant discovers grievable action	
B	Grievant requests an explanation of grievable action from immediate supervisor	Within 30 days of A
C	Grievant receives supervisor's response **	Within 15 days of B
D	Grievant petitions dean or Library Director to redress grievance (if dean or	Within 30 days of C

	Library Director is not immediate supervisor)*	
E	Grievant receives dean's or Library Director's response (if dean or Library Director is not immediate supervisor)**	Within 15 days of D
F	Grievant petitions Executive Vice Chancellor to redress grievance *	Within 30 days of E
G	Grievant receives EVCAA's response **	Within 15 days of F
H	Grievant petitions Chancellor *	Within 15 days of G
I	Grievant receives Chancellor's response **	Within 15 days of H
J	Grievant petitions Chair of Grievance Committee *	Within 10 days of I
K	Grievant receives Grievance Committee's decision re: hearing ***	Within 30 days of J
L	Subcommittee of Grievance Committee makes recommendation to Chancellor	Within 30 days of K
M	Grievant receives Chancellor's response to Committee **	Within 15 days of L
N	Grievant appeals to President *	Within 15 days of M
O	Grievant receives President's response **	Within 20 days of N
*	<i>Assumes previous response was not satisfactory; grievant should obtain written receipt upon delivery with exception to Event N.</i>	
**	<i>Failure of timely administrator response allows the grievant to proceed to the next step.</i>	
***	<i>If the Grievance Committee fails to respond or does not agree to hear the grievance, the grievant may proceed to Event N.</i>	

March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)

III. Notes on the Grievance Procedure

This procedure should be used only when every effort to resolve the grievance informally has failed.

All requests and responses are to be in writing.

All days referred to in this procedure are calendar days. When, however, the last day of such a period falls on a weekend or University holiday, the effective date will be the next regular business day. The day following the actual day of notification will be the first day in the series.

The grievance procedure may be lengthy, and the grievant is advised to maintain a file of dated correspondence sent and received as well as dates and notes of conferences held concerning the case. Failure of any administrative or reviewing authority to comply with the deadlines for action specified herein will not operate to reverse or modify a non-reappointment, tenure, post tenure review, or promotion decision, nor to resolve a grievance, but will permit the grievant to proceed directly to petition the next level in the Grievance Procedure. Failure of the grievant to comply with the deadlines for her/his action, specified herein, will end the grievance.

May 1, 2002 (Assembly)

June 27, 2002 (B.O.T.)

A grievant will be free from any or all restraint, interference, coercion, or reprisal in connection with the filing of a grievance. These provisions also apply to anyone serving as the representative of the grievant, appearing as a witness, seeking information in accordance with this policy, or making an appeal.

IV. Procedure for Grievance

1. The grievant must first request in writing an explanation of the grievable action from the grievant's immediate supervisor within thirty (30) days after the grievant discovered the action. If the grievance results from a series of actions over a period of time, the request must be lodged within thirty (30) days after the discovery of the most recent of these actions. The grievant may petition the Grievance Committee to grant a waiver to the thirty (30) day "date of discovery" requirement for extenuating circumstances. If a satisfactory resolution cannot be reached within fifteen (15) days after the request reaches the immediate supervisor, and if the grievant wishes to pursue the grievance, he/she must submit a written grievance petition to the dean or Library Director (if the dean or Library Director is not the immediate supervisor) within thirty (30) days of receiving the supervisor's response. If a satisfactory resolution cannot be reached within fifteen (15) days after the petition reaches the dean or Library Director, or if the dean or Library Director is the immediate supervisor, and if the grievant wishes to pursue the grievance, he/she must submit the petition to the Executive Vice Chancellor within the next fifteen (15) days. The Executive Vice Chancellor will have fifteen (15) days to respond to the petition. If a satisfactory resolution cannot be reached within fifteen (15) days after the petition reaches Executive Vice Chancellor and if the grievant wishes to pursue the grievance, he/she must submit the petition to the Chancellor within the next fifteen (15) days. The Chancellor will have fifteen (15) days to respond to the petition. At the end of each stage of the process, the administrator involved must present a written response to the grievant.

March 1, 2002 (Assembly)

June 27, 2002 (B.O.T.)

March 20, 2017 (Faculty Assembly)

June 23, 2017 (Board of Trustees)

2. If the grievance has not been resolved administratively at the conclusion of the above procedure (IV.1), the grievant may petition the Faculty Grievance Committee by delivering the grievance petition to the chair of the Grievance Committee. The grievant will have ten (10) days after receipt of the Chancellor's response to petition the Faculty Grievance Committee. If the chair of the Grievance Committee is more than temporarily unavailable, the grievant should contact the chair of the Faculty

Assembly, who will appoint an acting chair of the Grievance Committee. The grievant has the responsibility of demonstrating he/she has complied with all timetable requirements and all delivery and receipt procedures. This documentation must be included with the grievance petition.

3. The grievance petition must include the wrong alleged, the date of discovery of that action, the remedy sought, and the documentation referred to in IV.2.
4. Prior to the first meeting of the Grievance Committee regarding the grievance petition, the chair of the Grievance Committee will present to the Executive Vice Chancellor for Academic Affairs and to the grievant a list of Grievance Committee members. Both the grievant and the administration will have the right to excuse one (1) person each from those serving on the Committee. Neither party is required to give cause or explanation for the exclusion. The chair of the Grievance Committee will call a meeting of its remaining members. At the meeting, the members will be informed of the grievance, and those members demonstrating cause will excuse themselves from hearing the case. From the remaining members of the committee, five (5) will be selected by lot to be voting members of the subcommittee which will hear the petition. One (1) will be selected by lot to serve as the alternate. All members of the Grievance Committee must maintain strictest confidence in handling the grievance.
 - 4.1. If there are not six (6) non-excused members of the Grievance Committee left to form the subcommittee with its alternate, then additional members will be randomly selected from the pool of all other voting faculty members of the Faculty Assembly who are eligible to serve on the Grievance Committee. The Faculty Assembly chair will conduct the random selection. Those selected may be excused by the Assembly chair if they demonstrate cause. Those selected in this manner will serve on only the subcommittee and do not thereby become members of the standing Grievance Committee. All faculty contacted to serve on the subcommittee must abide by strict rules of confidentiality concerning the grievance.
 - 4.2. The chair of the Grievance Committee must complete all necessary preparations within thirty (30) days of receiving the grievance petition, including the selection of the subcommittee and the scheduling of its first meeting, which must occur within the same thirty (30) day period.
 - 4.3. If the chair of the Grievance Committee determines that it would be impossible to maintain consistent quorum of the subcommittee or that it would be impossible for essential witnesses to appear, or that other extenuating circumstances exist, the chair may postpone the first meeting and subsequent meetings to appropriate dates. The chair must write to all parties to the case, notifying them of the delay and the reasons for it. All parties must acknowledge in writing receipt of notification of delay.
5. At its first meeting the subcommittee will first elect a chair, and then it will decide by a majority vote if it will hear the grievance or reject it. The subcommittee must inform the grievant and the administration in writing, within the same thirty (30) day limit

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(following the initial receipt of the petition by the chair of the Grievance Committee), whether or not it will hear the grievance. The decision to hear the grievance must be based on the evidence presented by the grievant in the petition. If the committee decides not to hear the grievance, the grievant may proceed to the next step in the appeals process as outlined in paragraphs 9 and 10 below. No further action can be taken on this campus, and the grievance may not be resubmitted to the Grievance Committee.

May 1, 2002 (Assembly)
June 27, 2002 (B.O.T.)

6. If the subcommittee decides to hear the petition, the chair of the subcommittee will set up a schedule of meetings and notify all parties of the dates. The entire deliberation process by the subcommittee, from the time the grievant receives notice that the subcommittee will hear the petition to the delivery of the final recommendation to the Chancellor, must not exceed thirty (30) days. The chair of the subcommittee is responsible for conducting the deliberations, writing the final report and recommendation, and submitting these along with a copy of the petition to the Chancellor within the allotted thirty (30) days. The chair of the subcommittee is also responsible for the timely delivery of all subcommittee documents and communications. As soon as the subcommittee has agreed to hear the petition, all parties referred to in the petition will be given a copy of the petition, including all specific evidence supporting the grievance claim. The meetings of the subcommittee will be closed and non-adversarial in nature. The subcommittee may call only one (1) individual at a time (and his/her legal counsel if retained). Other individuals may not be present. Therefore, neither cross-examination nor confrontation between witnesses is possible. The grievant has the right to be represented by counsel during the proceedings. The subcommittee may request information from or call as a witness any person whose testimony may be relevant.
 - 6.1. All grievance meetings involving testimony must be audio-recorded. A record of all other meetings will be kept, listing those present, any motions presented, and the count of any votes taken. Any member absent from a meeting when testimony is given will be required to hear the recording of the missed testimony before attending the next meeting. The tapes are for the confidential use of the subcommittee. After the subcommittee makes its final recommendations, all records are to be retained in the campus confidential file for ten (10) years.
 - 6.2. A quorum of four (4) is required for all subcommittee meetings except for the final meeting when the resolution of the case is to be decided. All five (5) voting members must attend the final meeting. If a voting member cannot attend this meeting, the chair of the subcommittee may designate the alternate as a voting member.
 - 6.3. The alternate will have the same rights and responsibilities as voting members (e.g., may question witnesses and participate in all deliberations), but the alternate may not vote except as provided herein. When a voting subcommittee member either excuses herself/himself or can no longer serve for whatever reason, the chair of the subcommittee will designate the alternate as a regular voting member. The chair of the Grievance Committee may designate a new alternate as the need arises.

7. The subcommittee will determine whether the grievant has demonstrated that he/she was directly wronged by the action which gave rise to the grievance. In order to find for the grievant, the subcommittee must determine that the grievable action was based on one or more grounds listed in Part I. The recommendations of the subcommittee will be based solely on the documentation in the petition and the information received at the grievance hearings.
 - 7.1. In the event the subcommittee finds for the grievant, the subcommittee may recommend to the Chancellor what it deems necessary and appropriate to remedy the wrongs specifically addressed in the grievance. Although the subcommittee need not be limited to the remedy sought by the grievant, it may not exceed what is necessary to correct the wrong, nor may it address any wrong not specified in the grievance petition. It should be clearly understood that the function of the subcommittee is purely advisory; it is limited to recommending action to the Chancellor.
 - 7.2. The subcommittee will send its recommendations to the Chancellor, the grievant, and all other parties grieved against.
 - 7.3. The chair of the Grievance Committee will report to Faculty Assembly the number of petitions received and heard during each academic year.
8. The Chancellor will act on the recommendation within fifteen (15) days after receiving it from the subcommittee and will provide written notification of the action to the subcommittee, the grievant, and all parties named in the petition.
 - 8.1. At the completion of the subcommittee hearing, the subcommittee will submit to the vice chair of the Faculty Assembly a confidential file, which will include a copy of the grievance petition, audiotapes of testimonies, all correspondence that transpires during subcommittee deliberations, the subcommittee's final recommendations to the Chancellor, and the Chancellor's report to the subcommittee.
9. If the grievant is dissatisfied with the final action of the Chancellor, or if the grievance subcommittee refused to hear the case, then the grievant may appeal to the President of USC. The grievant's appeal must provide the President with a written summary of the procedure followed thus far, a copy of the original grievance petition, a copy of the subcommittee's recommendation to the Chancellor (if the subcommittee heard and acted on the petition), or a copy of the subcommittee's notification to the grievant that it would not hear the case, and a copy of the Chancellor's final decision (if the subcommittee heard the case).
10. The President will act on the appeal within twenty (20) days of receiving the grievant's petition of appeal. The President will notify the grievant of his decision within that time limit. Action by the President concludes the grievance procedure available within the University of South Carolina System.

March 29, 2000 (Assembly)
June 22, 2000 (B.O.T.)

5.9 SEXUAL HARASSMENT POLICY

I. Policy

Academic and employment discrimination on the basis of race, color, religion, sex, national origin, gender, age, disability, sexual orientation, genetics, or veteran status violates federal law, state law, and University policy. “Sexual harassment” is a particular form of gender discrimination, distinctive in both characteristic and quality.

The University of South Carolina will not tolerate the sexual harassment of any member of the University community. Sexual harassment subverts the mission of the University by threatening the careers, educational experiences, and well-being of all members of this community. It undermines the University’s deep commitment to the primacy of a reward system based purely on merit, intellectual excellence, and job performance.

The University, however, is also committed to freedom of speech and to the liberty of academics to teach, publish, and profess matters that others may find offensive.

The purpose of this policy is to define “sexual harassment” in both the University employment and academic contexts, to provide procedures for the investigation of sexual harassment claims, and to ensure that violations are fully remedied, while also protecting the constitutional and academic rights of every member of this community.

The standards mandated by this policy represent the bare minimum of acceptable behavior. The University’s commitment to civility, mutual respect, and tolerance should cause the members of this community to adhere to an even higher standard of behavior in these matters—not because we are required to do so, but because conscience dictates it.

In addition to those relationships expressly forbidden (see 4.1), consensual relationships among members of the University community in which one party exercises academic or administrative control over the other are deemed unwise and are strongly discouraged. If a charge of sexual harassment is lodged regarding a once-consenting relationship, the burden may be on the alleged offender to prove that this sexual harassment policy was not violated.

January 27, 2006 (Assembly)
June 29, 2006 (B.O.T.)

II. Sexual Harassment

A. Coverage

This policy covers sexual harassment by and among all members of the University community—including faculty, staff, and students. The prohibited harassment may arise between employment supervisors and subordinates, between faculty members and students, between peers, or between any of the foregoing persons and persons who do business with the University.

B. Definitions

1. “Members of the University community” includes all faculty, adjuncts, visiting faculty, teaching assistants, administrators, staff, students, and persons engaged in research.
2. “The University EOP” is the Executive Assistant to the President for Equal Opportunity Programs (hereafter referred to as University EOP), or his or her designee, with special responsibilities to carry out the provisions of this Sexual Harassment Policy.
3. The “Campus Sexual Harassment Representative” is the person designated by the Chancellor or Regional Campus Dean to have special responsibilities to carry out the provisions of this Sexual Harassment Policy in conjunction with the University EOP.
4. The “Unit Liaison” is an informational resource person selected by the President, Chancellor, or Regional Campus Dean to serve the respective academic or employment unit in matters related to sexual harassment.
5. “Employment benefits” includes the job itself, the duties of the job, compensation, rank privileges and opportunities associated with the job, the tools and working environment necessary to do the job, and any other term or condition of employment.
6. “Academic benefits” includes grades, scholarships and other honors, class enrollment and research opportunities, job recommendations, and letters of recommendation for further studies or employment.
7. Sexual harassment of employees or students at the University is defined as unwelcome sexual advances, requests for sexual favors, verbal or other expressive behaviors or physical conduct commonly understood to be of a sexual nature. Sexual harassment includes but is not limited to the following:
 - a) threats to make an adverse employment or academic decision if another person refuses to engage in sexual activities;
 - b) demands that another person engage in sexual activities in order to obtain or retain employment or academic benefits;
 - c) promises, implied or direct, to give employment or academic benefits if another person engages in sexual activities;
 - d) unwelcome and unnecessary touching or other sexually suggestive physical contact, or threats to engage in such conduct;
 - e) indecent exposure;
 - f) invasion of sexual privacy;
 - g) sexual advances, requests for sexual favors, sexual comments and questions, and other sexually-oriented conduct that is directed against a specific individual and persists despite its rejection;
 - h) conduct, even that not specifically directed at the complainant, which is sufficiently pervasive, severe, or persistent to alter the conditions of the complainant’s employment or status as a student and create a hostile working

or learning environment, when viewed from the perspective of a reasonable person of the complainant's gender.

C. Education and Prevention

1. Education is an essential component in the prevention and elimination of sexual harassment. A claim of ignorance is not a defense.
2. To accomplish an adequate educational program the President will:
 - a) Inform members of the University community of the Sexual Harassment Policy and programs to assure their implementation.
 - b) Mandate each unit head to make available to all persons within the unit a training program on sexual harassment at least every two years.
 - c) Assure that the Office of the University EOP has sufficiently trained staff to carry out educational programs on sexual harassment policy.
 - d) Appoint Unit Liaisons as channels for communication, education, and advice on sexual harassment policy content, procedures and claims. On campuses other than Columbia, Unit Liaisons will be appointed by the Chancellor or Regional Campus Dean.

D. Subcommittee of the Affirmative Action Advisory Committee

1. This policy establishes the Affirmative Action Advisory Committee as the committee charged with monitoring educational functions such as:
 - a) developing educational materials;
 - b) training appropriate administrative officials and Unit Liaisons;
 - c) providing educational programs for special audiences within the University community, such as orientation seminars on sexual harassment for new faculty and students;
 - d) providing education directed to the special needs of identified groups and individuals, such as foreign students, or in response to specific requests;
 - e) providing educational programs for the community at large.
2. The University EOP will serve as custodian of confidential documents of the Affirmative Action Advisory Committee related to sexual harassment.
3. The Affirmative Action Advisory Committee shall monitor compliance with all aspects of the Sexual Harassment Policy.

E. Prohibited Conduct

1. A member of the University community shall not engage in the sexual harassment of another member of the University community.
2. A member of the University community shall not encourage, condone, or fail to take reasonable steps within this person's power to stop the sexual harassment of another member of the University community, regardless of whether the harassment is by another member of the University community or by persons doing business with the University.

- a) A member of the University community shall not retaliate, threaten to retaliate, or attempt to cause retaliation against any person (1) who reasonably protests against sexual harassment practices within the University or (2) who becomes involved in any capacity in the procedures established in this Sexual Harassment Policy.
 - b) However, discipline may be imposed on a member of the University community who abuses the procedures established in this Sexual Harassment Policy (1) by making claims of sexual harassment knowing them to be false or in reckless disregard of their truth or falsity, or (2) by making claims involving conduct that this person knows or has reason to know are not prohibited by this policy.
3. A member of the University community shall not refuse to cooperate in the investigation of a sexual harassment complaint, but may assert whatever testimonial and evidentiary privileges available to that person by law.

F. Sanctions

1. Persons who violate the Sexual Harassment Policy are subject to appropriate discipline by the University. If an investigation results in a finding that this policy has been violated, the mandatory minimum discipline is a written reprimand. The discipline for the most serious violations may be termination from employment (and revocation of tenure) if the violator is an employee, or permanent expulsion if the violator is a student.
2. Persons who violate this policy may also be subject to civil damages or criminal penalties.

G. Enforcement Procedures

1. Sexual Harassment Resources Within the University
 - a) Sources of advice and assistance with the procedures of the Sexual Harassment Policy are available to all members of the University community. They include the Unit Liaison; Campus Sexual Harassment Representative; Vice President for Student Affairs; Vice President for Human Resources; Unit Chairs or Directors; Chair of the Affirmative Action Advisory Committee; Chair of the Equity Oversight Subcommittee of the Faculty Welfare Committee; and the University EOP.
 - b) The Division of Human Resources and Office of Equal Opportunity Programs shall provide the above named with training in prevention, education, and the law of sexual harassment.
2. Informal Resolution Procedures (Optional)

A person who believes that he or she has been the victim of sexual harassment should initially attempt to discuss the matter with the person(s) thought to have engaged in the harassment. This procedure may be the most effective and least burdensome manner of resolving the problem.

3. Complaints

- a) To initiate an investigation of an alleged violation of this policy, a person must file a sexual harassment complaint.
- b) The complaint must be filed with the Office of the University EOP, or the Campus Sexual Harassment Representative who will forward it to the University EOP.
- c) The complaint must be sworn to and filed within 180 calendar days of the last occurrence of the alleged event.
- d) The complaint must be submitted in writing to the University and signed by the complainant.
- e) The University EOP, or Campus Sexual Harassment Representative, shall assist the complainant in completing the Sexual Harassment Complaint form. In order to ensure the prompt and thorough investigation of a sexual harassment complaint, the complainant should be prepared to provide as much of the following information as is possible:
 - 1) the name, department, and position of the complainant;
 - 2) the name, department, and position of the person or persons allegedly causing the harassment;
 - 3) the specific acts complained of, including dates and location;
 - 4) the effect this has had on the complainant's employment or academic pursuits;
 - 5) the names of any witnesses to the harassment;
 - 6) the names of other members of the University community who might have been subjected to the same or similar harassment;
 - 7) what steps the complainant has already taken to stop the harassment; and
 - 8) any other information the complainant believes relative to the harassment complained of.
- f) The Sexual Harassment Complaint form will contain a provision informing the complainant that the information contained in the complaint will be kept as confidential as possible, but that the identity of the complainant will be revealed to the alleged harasser, potential witnesses, and other persons within the University with a need to know.
- g) The University EOP or Campus Sexual Harassment Representative shall provide the complainant a written acknowledgement of the complaint.

4. Investigation

- a) The University EOP shall appoint an investigator and schedule an investigation of the complaint within ten (10) working days after receipt of a complaint.
- b) The University EOP shall contact the charged party, give that party a copy of the complaint, solicit that party's response to the complaint, inform that party that a recommendation and report will be completed within the time limits provided for in this policy (regardless of whether the charged party chooses to respond), and advise that party of the right to be represented by counsel.

- c) If both parties are agreeable, the University EOP shall attempt to mediate the complaint. If the parties agree to a resolution of the matter, a settlement agreement will be prepared.
 - 1) The settlement agreement must:
 - i. be voluntary and be in writing;
 - ii. be signed by both parties;
 - iii. contain a provision in which the party against whom the complaint was made gives assurances that the offensive behavior will stop and not be repeated, and that no retaliation will be taken against the complainant;
 - iv. contain a provision in which the party who makes the complaint gives assurances that no further complaints will be made, providing the offensive behavior is stopped and does not reoccur;
 - v. contain any other provision the University EOP deems necessary to ensure full compliance with this policy.
 - 2) The University EOP shall provide a copy of the settlement agreement to both parties, and shall file the original in the Equal Opportunity Programs Office and a copy shall be maintained by the Office of Human Resources.
 - 3) The University EOP shall recommend to the appropriate Vice President, Chancellor, or Campus Dean restoration of any academic or employment benefits lost by the complainant as a result of the alleged sexual harassment.
- d) In the event the parties do not reach a voluntary settlement agreement, the University EOP shall conduct a full investigation which may include obtaining oral and/or written statements from any person either the complainant or the charged party has listed as a witness, as well as from any other person who might have knowledge about the alleged offense.
- e) If during the investigation the University EOP believes that harassment or retaliation is occurring, the University EOP may recommend to the appropriate University officer that immediate steps be taken to stop any further harassment or retaliation.
- f) The University EOP shall attempt to complete the investigation within thirty (30) working days. Except in the most unusual circumstances, all investigation shall be completed within sixty (60) working days. The sexual harassment investigative process is a non-adversarial procedure and there will be no cross-examination of witnesses by either the charged party or the complainant or the legal counsel representing either the charged party or the complainant.
- g) The University EOP shall treat all information received during the investigation as confidential and shall make it available only to appropriate University officials who have a need to know.

5. Report and Recommendation

- a) The University EOP shall prepare a written Report and Recommendation immediately following the completion of the investigation. Except in the most unusual circumstances, the report must be completed within fifteen (15) working days after the completion of the investigation.
- b) The Report and Recommendation shall contain the following:
 - 1) a summary of the complaint;
 - 2) a summary of the response by the party against whom the complaint was made;
 - 3) a summary of the statements and evidence obtained during the investigation;
 - 4) a finding of whether a violation of this policy, including the prohibition against reckless false accusation, has occurred. The findings shall include a statement about the severity of the violation, if any, and an explanation that supports the finding;
 - 5) a summary of prior settlements or substantiated complaints against the charged party;
 - 6) a recommendation of a sanction, if appropriate, made in consultation with the System Legal Department and the Division of Human Resources;
 - 7) a recommendation as to the restoration of any academic or employment benefits lost as a result of the alleged sexual harassment; and
 - 8) an appendix containing the complaint, sworn statements, and other tangible evidence obtained during the investigation.
- c) The Report and Recommendation shall be sent to the Vice President for Human Resources, General Counsel, and to the appropriate University officer for decision. The Deciding Officer is the appropriate Vice President, Chancellor, or Regional Campus Dean. A copy of the Report and Recommendation shall then be provided to the complainant and the charged party.
- d) Either party may respond in writing to the Report and Recommendation. This response must be sent to the Deciding Officer within ten (10) working days.

6. Decision and Imposition of Sanction

- a) On the basis of the Report and Recommendation and any responses that are filed to it, the Deciding Officer may:
 - 1) Dismiss the complaint, if it is found to be without merit. The Deciding Officer shall also determine if discipline against the complainant is warranted in the case of a frivolous or malicious complaint and, if so, shall impose appropriate discipline.
 - 2) Order further investigation, for a period not to exceed ten (10) working days, and require a Supplementary Report and Recommendation.
 - 3) Sustain the complaint, order the harassment to stop, impose sanctions, recommend the initiation of tenure revocation, recommend restoration of any employment or academic benefits the complainant lost because of the

harassment, and provide whatever other relief is necessary to remedy the situation. Determination of a sanction shall be made in consultation with the System Legal Department and the Division of Human Resources.

- b) If the charged party has alleged that the conduct is constitutionally protected, the Deciding Officer must obtain the written opinion of University counsel concerning this issue. University counsel shall provide that opinion within ten (10) working days after being requested to do so.
- c) The Deciding Officer shall render a final written decision within twenty (20) working days from the expiration of the time the parties have for filing responses to the University EOP's original or Supplementary Report and Recommendation, as the case may be, and shall serve a copy of that decision on both the complainant and the charged party.
- d) The Deciding Officer shall inform the charged party's unit head of the decision. If the violation is found to have occurred, the unit head will be advised of the sanction being imposed. The Deciding Officer shall send a copy of all decisions to the University EOP.
 - 1) If the charged party is a faculty or staff member and the Deciding Officer concludes that a violation has occurred, the Deciding Officer shall also include a copy of the decision in the employee's system personnel file.
 - 2) If the charged party is a student and the Deciding Officer concludes that a violation has occurred, the Deciding Officer shall forward a copy of the decision to the Campus Chief Academic Officer.

7. Grievance Procedures

This policy leaves intact all grievance procedures available to the charged party pursuant to University policy and applicable law.

8. Monitoring Compliance

If the parties have reached an agreement or a complaint has been sustained by the Deciding Officer, the University EOP shall for a period of at least three (3) months monitor compliance with the agreement or decision to ensure that the harassment does not reoccur and that the complainant is not subjected to retaliation.

9. Other Available Procedures

The procedures available under this policy do not preempt or supersede any legal procedures or remedies otherwise available to a victim of sexual harassment under the University grievance process, the State employee grievance process, the State Human Affairs Law, the state or federal law, the United States Constitution, or any other applicable law.

H. Dissemination of the Policy

A copy of this policy shall be contained in the University Policies and Procedures. The name, phone number, and location of the University EOP, Campus Sexual Harassment Representative, Unit Liaison, and Chair of the Affirmative Action Advisory Committee, shall be posted on appropriate bulletin boards.

[USC Policy EOP 1.02, Sexual Harassment]

5.10 DISCRIMINATORY HARASSMENT

I. Policy

The University of South Carolina is committed to a policy of affirmative action/equal opportunity and non-discrimination on the basis of race, sex, gender, age, color, religion, national origin, disability, sexual orientation, genetics, or veteran status. This commitment applies to all academic and non-academic personnel matters and to educational access for all persons including employees, prospective employees, students, prospective students and other persons utilizing the University's programs and facilities.

The University of South Carolina is committed to ensuring that all persons are able to learn, work and enjoy a workplace, educational and living environment that is free from discriminatory harassment, treatment or services.

Harassment of any person or group of persons on the basis of race, color, national origin, religion, sex, gender, age, disability, sexual orientation, genetics, or veteran status is a form of illegal discrimination prohibited by University policy, state law and federal law. Harassment of any person or group of persons on the basis of race, color, national origin, religion, sex, gender, age, disability, sexual orientation, genetics, or veteran status will not be tolerated by the University of South Carolina.

Any employee, student, student organization or person pursuing their education at the University of South Carolina who violates this policy will be subjected to disciplinary action up to and including termination and expulsion from the University.

Discriminatory harassment includes conduct (oral, written, graphic, or physical) directed against any person or group of persons because of race, color, national origin, religion, sex, gender, age, disability, sexual orientation, genetics, or veteran status that has the purpose or reasonably foreseeable effect of creating an offensive, demeaning, intimidating, or hostile environment for that person or group of persons. Such conduct includes, but is not limited to, objectionable epithets, demeaning depictions or treatment, and threatened or actual abuse or harm.

In addition, the University of South Carolina Sexual Harassment Policy includes unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

- Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or a student's status in a course, program or activity.
- Submission to or rejection of such conduct by an employee or student is used as the basis for employment or academic decisions affecting that employee or student.
- Such conduct has the purpose or effect of unreasonably interfering with an employee's work performance or a student's academic performance or creates an intimidating, hostile or offensive employment, educational or living environment.

All university vice presidents, deans, department chairpersons, managers and supervisors shall take appropriate steps to disseminate this harassment policy statement and inform

employees and students of procedures for lodging complaints. All members of the student body, faculty and staff are expected to assist in implementing this policy.

The scholarly, educational or artistic content of any written, oral, or other presentation or inquiry shall not be limited by this policy. It is the intent of this paragraph that academic freedom shall be allowed by all members of the academic community. Accordingly, this provision of academic freedom shall be liberally construed but shall not be used as a pretextual basis for violation of this policy.

II. Procedure

Any student, prospective student, employee or prospective employee with a complaint of discriminatory harassment should contact the Office of Equal Opportunity Programs to obtain information on the procedure for handling such complaints. Any questions regarding either this policy statement or specific fact situation should be addressed to the Office of Equal Opportunity Programs, 1600 Hampton Street, Suite 805, Columbia, SC 29208, (803) 777-3854.

[USC Policy EOP 1.03, Discriminatory Harassment]

[Reference: USC Policy EOP 1.04, Non-Discrimination Policy]

SECTION 6.0 BENEFITS AND PRIVILEGES

6.1 BENEFITS AND PRIVILEGES

- Insurance Programs
- Deferred Compensation and Tax-Deferred Annuities
- Workers' Compensation
- Salary Checks
- Credit Union
- South Carolina State Employees' Association
- Tuition Assistance Program
- Employee Assistance Program
- Modified Duties

6.2 RETIREMENT

- South Carolina Retirement System
- Optional Retirement Program (ORP)

6.3 LEAVE

- Annual Leave
- Sick Leave
- Death in Immediate Family
- Personal Leave Without Pay
- Family Medical Leave
- Military Leave
- Court Leave
- Sabbatical Leave

6.1 BENEFITS AND PRIVILEGES

Insurance Programs
Deferred Compensation & Tax-Deferred Annuities
Workers' Compensation
Salary Checks
Credit Union
S.C. Employees' Association
Tuition Assistance Program
Employee Assistance Program
Modified Duties

INSURANCE PROGRAMS

A comprehensive program of insurance plans for eligible members of the faculty, staff and their dependents is available through the University of South Carolina, in conjunction with the State of South Carolina. Included are State health insurance, health maintenance organization insurance, basic and optional life insurance, dental insurance, vision care, basic and supplemental long-term disability insurance, auto and homeowners' insurance. Eligible dependents of employees may be enrolled for health, dental, and vision care benefits and dependent life insurance. Information on the various insurance plans may be obtained from the USC Aiken Human Resources Office.

DEFERRED COMPENSATION AND TAX-DEFERRED ANNUITIES

The University will make payroll deductions for tax-sheltered annuities, but does not contribute to their cost. Any amount contributed by the individual, subject to legal limitations and interpretations, is not taxed currently for state and federal income tax purposes; that is, the tax collection is postponed until the money is withdrawn, which is usually at retirement when the individual will likely have a lower tax liability. This arrangement is generally referred to as a "tax-sheltered annuity" and, as such, is subject to changes in federal and state laws as well as interpretation by the District Collector, Internal Revenue Service. Numerous tax-deferred programs are available to employees, including a deferred compensation program administered by the State of South Carolina. Available plans include 401K, 457, and 403B. (Post-tax Roth 401K, Roth 457, and Roth 403B plans are also available.)

WORKERS' COMPENSATION

Any employee has certain benefits under the South Carolina Workers' Compensation Act if he/she sustains an accidental injury or contracts an occupational disease while performing his/her official duties as a University employee. In case of an accident, the following steps should be taken:

1. Notify the immediate supervisor as soon as practicable after the accident.
2. The employee or the employee's supervisor should contact the USC Aiken Human Resources Office immediately to report the accident.

3. Obtain prompt medical attention and tell the doctor that injury occurred on the job. The employee must receive treatment at one of the Family Medcenters locations unless the nature of the injury dictates otherwise.
4. The employee and/or the supervisor should go to the following website for the required forms: <http://hr.sc.edu/forms.html>. Forms to be completed include the Employee Injury Report, the Supervisor's Report, and the Physician's Report. Once forms have been completed, they need to be turned in to the USC Aiken Human Resources Office as soon as possible. Injury forms not submitted in a timely manner can jeopardize the claim.
5. Faculty members who miss work due to a work-related injury must make written election as to whether they will use available leave time or receive workers' compensation for the time lost from work. This election must be selected on the notice of first injury.
6. For further information or questions regarding a workers' compensation claim, the employee should contact the USC Aiken Human Resources Office.

SALARY CHECKS

All employees are paid semi-monthly, on the fifteenth and the last working day of the month. The employee may contact the USC Aiken Human Resources Office for additional information. Direct deposit of paychecks to designated bank accounts is mandatory for new hires.

CREDIT UNION

For the benefit of faculty and staff, the USC System has established a credit union on the Columbia campus to provide a savings and loan service. For employees' convenience, loan forms and payroll deduction cards are available in the USC Aiken Human Resources Office.

SOUTH CAROLINA STATE EMPLOYEES' ASSOCIATION

As employees of the University of South Carolina and of the State of South Carolina, full-time faculty and staff members are eligible for membership in the South Carolina State Employees' Association. Dues are dependent upon employee salary and are payable with membership application or on July 1 of each year. Complete information about the Association, its insurance plan, the Credit Union, and the names of merchants who extend discounts to members can be obtained from their website at <http://scsea.com>.

TUITION ASSISTANCE PROGRAM

Employees may take one three credit hour course (four hours in the case of a laboratory course) per academic term, and are limited to four three credit hour courses (four hours in the case of a laboratory course) per academic year or the equivalent. Information on eligibility and restrictions is available in the USC Aiken Human Resources Office.

EMPLOYEE ASSISTANCE PROGRAM

The University offers an employee assistance program for employees needing help to solve personal or work related problems. Information may be obtained from the USC Aiken Human Resources Office.

MODIFIED DUTIES

Full-time faculty are eligible for one semester of modified duties or the equivalent extended over two semesters. [Reference: Appendix 8.5, Family-Friendly Policies.]

6.2 RETIREMENT

S.C. Retirement System Optional Retirement Program

SOUTH CAROLINA RETIREMENT SYSTEM

This section is subject to interpretation by the South Carolina Retirement System and to changes which may be enacted by the General Assembly.

All regular, non-student employees of the University, part-time and full-time, have the option to become members of the South Carolina Retirement System or the State Optional Retirement Program. Under the provisions of the State Retirement Act, each employee will contribute to State retirement 8.16% of his/her gross earnings by deduction from each pay check. The State of South Carolina guarantees a formula return at retirement based on the average of the twenty (20) highest consecutive quarters of salary (average final compensation) and years of creditable service with the retirement system multiplied by 1.82%. Details are available in the USC Aiken Human Resources Office.

Any member of the S.C. Retirement System hired after July 1, 2012 may retire when they meet the rule of ninety requirements. This means that your age and years of service must add up to ninety (90). You can also retire with full benefits at age sixty-five (65) or older with eight (8) years of earned service. You can retire early at age sixty (60) with at least eight (8) years of earned service. However, your benefit is permanently reduced five (5) percent for each year of age less than sixty-five (65). Employees who were members of the S.C. Retirement System before July 1, 2012 can contact the USC Aiken Human Resources Office for eligibility requirements.

Any member who leaves state employment prior to retirement may withdraw the sum of his/her contributions plus the accumulated interest earned while an active employee. Interest will not be accumulated on inactive accounts. However, an employee who completes eight (8) years of creditable service may choose to leave his/her contributions with the retirement system and qualify for a deferred retirement annuity when he/she attains age sixty-five (65).

Any member who becomes permanently disabled after completing eight (8) years of creditable service may apply for disability retirement benefits.

At the death of a contributing member who has completed at least one (1) full year of membership under state retirement, the Group Life Insurance Program will pay to his/her beneficiary a death benefit equal to the annual budgeted salary of the member at the time of his/her death. Various survivor options are available to the beneficiary when the member has fifteen (15) years or more of creditable service.

Pre-Retirement Planning

The University sponsors pre-retirement planning programs which furnish to faculty and staff valuable information concerning long-range retirement planning. These programs include workshops covering various topics that provide information to employees on how to use their work years to create retirement situations consistent with their personal goals. For more information, contact the USC Aiken Human Resources Office.

OPTIONAL RETIREMENT PROGRAM (ORP)

All regular, non-student employees of the University, full-time and part-time, may choose to enroll in the Optional Retirement Program. Permanent employees who fail to elect membership in the ORP will default into the South Carolina Retirement System after thirty (30) days. State law requires that the member contribute at the same rate as for the South Carolina Retirement System. ORP members are immediately vested for both the employee and employer contributions. For information on the amount contributed by the University, contact the Human Resources Office. The Optional Retirement Program includes the Group Life benefits provided through the South Carolina Retirement System. Retirement, death and disability benefits are based solely on the cash value of the faculty member's account.

6.3 LEAVE

Annual Leave
Sick Leave
Death in Immediate Family
Personal Leave Without Pay
Paid Parental Leave
Family Medical Leave
Military Leave
Court Leave
Sabbatical Leave

ANNUAL LEAVE

Permanent full-time members of the academic staff who are on a twelve-month appointment earn annual leave at the rate of 1¼ days per month of continuous employment. Permanent part-time faculty who work at least half-time (20 hours) of the work week and are on a twelve-month appointment earn annual leave on a pro-rata basis that produces the equivalent earnings of full-time employees. After ten (10) years of service, annual leave is earned at a greater rate each year through a maximum accrual rate of thirty (30) days per calendar year. All time taken for vacation and for other personal reasons must be reported and will be deducted from annual leave. Faculty members employed on other than a twelve-month basis do not earn annual leave.

Faculty members whose salaries are paid through grants or contracts may be required to use all available annual leave prior to the termination of the grant or contract.

Faculty members who change assignment from a twelve-month basis to any other basis will use their accumulated annual leave if possible prior to commencing the new basis. However, when the change is made for the convenience of the University and the Chancellor certifies that the individual does not have time to use the accumulated leave before commencing the new assignment, the employee must take leave, and the employee will be paid for any remaining leave for which he/she is eligible.

The maximum annual leave which may be used in a calendar year is thirty (30) days. The maximum annual leave which may be carried over to a new calendar year is forty-five (45) days. Upon separation from employment employees are paid for a maximum of forty-five (45) days of unused annual leave. Unused annual leave may be transferred when an employee transfers to another S.C. State agency where the employee is eligible to earn annual leave.

For further information, see the Annual Leave policy (University Policy HR 1.03).

SICK LEAVE

Permanent full-time faculty members earn sick leave at the rate of 1¼ days per month of active employment. Permanent part-time faculty who work at least half-time (20 hours) of the work week and are on a twelve-month appointment earn sick leave on a pro-rata basis that produces the equivalent earnings of full-time employees.

The maximum sick leave which may be accrued is 195 days. The maximum sick leave which may be carried over into a new calendar year is 180 days, except for those employees who are

allowed to maintain sick leave in excess of the current maximum as authorized in the *USC Policies and Procedures Manual* (University Policy HR 1.06).

Sick leave should be deducted in days or partial days for all periods of absence due to the employee's illness, injury, medical appointments, or illness in the immediate family. It is understood that a work week is normally Monday through Friday and sick leave must be reported even though the faculty member does not have scheduled classes or committee meetings on that particular day.

Employees earning sick leave may use no more than ten (10) days of sick leave annually to care for ill members of their immediate families. The definition of "immediate families" may be obtained from the Human Resources Office.

To the extent permissible, the date on which sick leave for disability is to begin will be at the request of the employee based on the advice of a doctor. In no event will the date be prescribed unilaterally except on the basis of professional opinion that the employee is physically or mentally incapable of performing normal duties, or that performing normal duties would be hazardous to the health of the employee. Application for disability leave exceeding three (3) work days will be made on Form P-75 (Application for Disability Leave With or Without Pay).

Disabilities which extend beyond the employee's accumulated sick leave and/or annual leave must be deducted as leave without pay. The maximum time allowed for disability leave with and without pay is 180 days. In extenuating circumstances, the University President, at his discretion, may extend the period of disability leave up to a combined total of 365 days.

DEATH IN IMMEDIATE FAMILY

Permanent employees, upon request, will be granted up to three (3) consecutive days of leave with pay for the death of a member of the immediate family. Immediate family is defined in the *USC Policies and Procedures Manual* (University Policy HR 1.09).

PERSONAL LEAVE WITHOUT PAY

Up to ten (10) consecutive calendar days of personal leave without pay may be granted by the immediate supervisor, with the approval of the dean or Library Director. Personal leave without pay from ten (10) to ninety (90) consecutive calendar days may be granted with the approval of the immediate supervisor, the dean or the Library Director, and the Executive Vice Chancellor.. The leave without pay may be granted only if the period of absence does not require permanent replacement of the employee's services. Normally leave without pay will not be granted until the employee has used all available annual leave. For more detailed information, contact the USC Aiken Human Resources Office or consult the *USC Policies and Procedures Manual* (University Policy HR 1.12).

March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)

PAID PARENTAL LEAVE

The University will grant eligible faculty 2 or 6 weeks of paid parental leave following the birth of a child, a coparent's birth of a child, the fostering of a child in state custody, or the initial legal placement of a child by adoption. For details and eligibility, see <https://www.sc.edu/policies/ppm/hr108.pdf>

June 19, 2024 (B.O.T.)

FAMILY MEDICAL LEAVE

The University will grant eligible faculty members up to twelve (12) work weeks of unpaid leave during a calendar year for any of the following:

1. pregnancy, pre-natal medical care, birth or adoption of a child or the foster care placement of a child; [Note: Eligibility expires twelve (12) months after the date of the birth, adoption or placement.]
2. to care for the faculty member's spouse, child, or parent with a serious health condition;
3. a serious health condition that renders the faculty member unable to perform the essential functions of the faculty member's employment responsibilities.

To be eligible, a faculty member must have been employed by the State of South Carolina for at least twelve (12) months and have completed at least 1250 hours of service during the twelve-month period preceding the faculty member's request for family medical leave. [Reference: University Policy HR 1.07].

October 24, 2023 (Assembly)
June 19, 2024 (B.O.T.)

Military Family Leave Entitlement

1. Eligible faculty members with a spouse, son, daughter, or parent on active duty or called to active duty status in the National Guard or Reserves in support of a contingency operation may use their twelve-week entitlement to address certain qualifying exigencies. Qualifying exigencies may include attending certain military events, arranging for alternative child care, addressing certain financial and legal arrangements, attending certain counseling sessions, and attending post-deployment reintegration briefings.
2. Twenty-six Week Leave Entitlement – An eligible faculty member who is the spouse, child, parent, or next of kin of a covered service member may take up to twenty-six (26) weeks of leave to care for a covered service member during a single twelve-month period.
3. Veterans' Twenty-Six Week Leave Entitlement – An eligible faculty member who is the spouse, child, parent, or next of kin of a veteran may take up to twenty-six (26) weeks of leave to care for a veteran for up to five years after the service member leaves military service during a single twelve-month period.

MILITARY LEAVE

Up to fifteen (15) calendar days of leave with pay will be granted in any one calendar year to

employees who are members of the National Guard, Coast Guard Reserves or United States Armed Forces Reserves for the purpose of annual field training. Whenever possible, summer training and teaching in the summer session of the University should be scheduled in separate terms.

An employee who is commissioned or enlists or is selected for military service will be entitled to leave without pay with reinstatement privileges, provided the period of military leave does not exceed five (5) years and provided the employee returns to work within ninety (90) days after the date of separation from military service. For full details, contact the Human Resources Office or consult the *USC Policies and Procedures Manual* (University Policy HR 1.09).

COURT LEAVE

A permanent University employee who is summoned to serve on a jury or subpoenaed as a witness for other than personal litigation will be granted leave with pay for such time as necessary for the court commitment. For more detailed information, contact the Human Resources Office or consult the *USC Policies and Procedures Manual* (University Policy HR 1.09).

SABBATICAL LEAVE

Sabbatical leaves are intended to allow full-time faculty members time for further professional development through significant scholarly/creative projects that are designed to improve their capabilities as faculty and hence to increase their future contribution to the mission of USC Aiken. Sabbatical leave is designed to permit a faculty member to achieve professional goals that could be achieved, if at all, only over an extended period of time if pursued while fulfilling the requirements of regular university duties. Sabbatical leaves may not be used for work toward an advanced degree.

Before the sabbatical leave period begins, the faculty member should contact the USC Aiken Human Resources Office for information on continuation of health and dental, insurance and other employee benefits during the period of leave. Faculty members on twelve-month contracts do not accumulate annual leave while on sabbatical leave.

- The sabbatical leave is a privilege, awarded after a competitive peer-review process.
- The normal sabbatical award is one half year at full pay or one full year at half pay.
- All benefits continue for full-time faculty over the course of a sabbatical whether it is a year or a semester.

Process

The award process includes the following steps:

- Development of application
- Endorsement of academic unit head (see section on Department/School Support)
- Application and the endorsement from the academic unit head submitted to the Office of the Executive Vice Chancellor for Academic Affairs
- Review and recommendation by the Sabbatical Review Committee
- Approval by Executive Vice Chancellor for Academic Affairs and Chancellor

Timetable

- Mid-September - Call for Sabbatical Proposals for the following academic year sent from the Office of the Executive Vice Chancellor
- Mid-October - Applications, with academic unit head endorsement and plans to meet course needs, due in Office of Executive Vice Chancellor (see section on Department/School Support)
- Early November - Recommendation of Sabbatical Review Committee due to Executive Vice Chancellor
- Mid-November - Announcement of awards to successful applicants

Criteria for Evaluation of Proposals

The primary criteria for sabbatical awards are the probable value of the sabbatical leave experience in increasing the professional competence of the faculty member as well as its value to the academic programs in which the applicant participates and to the applicant's field of study. The applicant's professional record will also be considered.

Number of Awards

The expectation is that no more than four awards will be made each year.

Eligibility

Faculty who are tenured Associate Professors or Professors with six or more years of full-time faculty status at USC Aiken are eligible. Faculty who have received a sabbatical in the past must complete six years of further full-time service at USC Aiken before they are eligible for another award.

Conditions of Awards

- If an applicant receives a sabbatical leave that depends upon additional funding which fails to materialize, the individual will report the problem through the academic unit head to the Executive Vice Chancellor who will review the situation, including the applicant's alternate plan for addressing the objectives of the sabbatical, and will decide whether or not to permit the sabbatical.
- If a faculty member declines a leave or if the university withdraws the leave due to financial or unit-level considerations, the faculty member does not lose eligibility for further awards of sabbatical leaves and may re-apply, without prejudice, the next year.
- If a faculty member declines an award for whatever reason, there is no guarantee of an award in the future.
- A complete report which addresses sabbatical activities and objectives will be forwarded through the academic unit head to the Executive Vice Chancellor no later than three months after the faculty member returns to teaching duties. If a faculty member fails to submit a written report within the allotted time, or if the Executive Vice Chancellor, in consultation with the academic unit head, judges that the faculty member has failed to complete a reasonable amount of work on the project outlined in the faculty member's sabbatical proposal, the Executive Vice Chancellor may require the faculty member to refund all or part of the monies received as salary during the period of sabbatical leave.
- Applicants awarded leaves are expected to return to the university for at least one year after the leave. If granted a sabbatical leave, the faculty member will be required to sign

a statement to the effect that he/she agrees to return to USC Aiken for at least one academic year at the end of the leave period. If a faculty member does not return, for whatever reason, the faculty member will be liable to USC Aiken for the full amount of salary paid to that faculty member during the period of the sabbatical leave. In the event of the faculty member's death or permanent disability due to ill health or accident while on sabbatical leave, USC Aiken will not exercise its right to the return of full payment of salary.

Preparation of the Application

The application must be twelve point font, one inch margins, no more than eight pages and must address the following:

- the duration of the proposed sabbatical leave and the preferred dates;
- the length of USC Aiken employment;
- any previous USC Aiken sabbatical leaves received and the outcome of those leaves;
- the objectives which the applicant plans to achieve during or as a result of the proposed sabbatical leave;
- the plan whereby the applicant intends to achieve his or her objectives;
- the expected results of the sabbatical leave, both for the individual and for the university;
- any preparation made for the proposed sabbatical leave;
- any additional financial support required for achieving the objectives of the sabbatical leave. The source of this funding should be indicated, along with an estimate of the probability of success in obtaining the funds. Finally, the applicant must indicate to what extent it will be possible to complete the goals of the sabbatical if the additional funds are not awarded. If there is an alternative plan, it should be presented.
- any awarded, pending, or expected additional funding through Sponsored Awards Management or some external agency.

Each proposal must also include the applicant's current curriculum vita (not to exceed ten pages, twelve point font, one inch margins) and a letter from the academic unit head (see section on Department/School Support).

Department/School Support

The academic unit head will review the sabbatical application(s) from his/her department/school and provide a letter that addresses the following topics:

- the extent to which the objectives of the project will contribute to the professional development of the faculty member and to the objectives and needs of the department/school;
- the specific plans of the department/school to adjust to the absence of the faculty member if leave is granted;
- and, if there are more proposals than one from a department, the unit head must rank order them in terms of potential benefit to the applicants and to the department/school.

Note: No department/school may have more than one faculty member on sabbatical leave in any given spring or fall semester.

Sabbatical Review Committee Membership

The Sabbatical Review Committee shall be comprised of three full-time tenured faculty members with at least six years of full-time faculty status at USC Aiken. The committee shall be appointed by the Executive Vice Chancellor in consultation with the Faculty Welfare Committee. At least two members shall come from the previous two years' sabbatical award recipients. To provide continuity, each year the Executive Vice Chancellor will reappoint one committee member and ask that faculty member to serve as committee chair in the following academic year. Additionally, each member of the Sabbatical Review Committee must be from a different department or school.

The University Review Process

- Upon receipt of the sabbatical leave applications from the Executive Vice Chancellor, the members of the Sabbatical Review Committee will review the applications. Each member of the committee will evaluate the strengths and weaknesses of each proposal and then rank order all proposals. The committee chair will tally the rankings and present them to the members of the committee for further discussion, if needed, and for a final recommendation. When the committee has concluded its work, the chair will report the committee's final recommendations to the Executive Vice Chancellor.
- The Executive Vice Chancellor will base the final decision on the recommendation of the Sabbatical Review Committee as well as on the impact of the proposed leave upon department/school operations and resources.
- The Executive Vice Chancellor will report annually to the Faculty Welfare Committee on the awards and review process for the preceding year.

May 1, 2007 (Assembly)
August 10, 2007 (B.O.T.)
September 19, 2007 (Assembly)
June 27, 2008 (B.O.T.)

SECTION 7.0 SUPPORT SERVICES

7.1 INSTRUCTIONAL SUPPORT SERVICES

- Center for Student Achievement
- Center for Teaching Excellence
- Computer Services Division
- Counseling Services
- Disability Services
- Online Learning
- Instructional Laboratories
- Instructional Services Center
- Library
- Media Relations
- Pacer Shoppe (Bookstore)
- Printing

7.2 CAMPUS SERVICES

- Athletic Recreational Facilities
- Automatic Teller Machine
- Behavioral Intervention Team
- Children's Center
- Convocation Center
- Dining Services
- Facilities Maintenance
- Identification Card
- Parking
- Student Health Center
- University Police
- University Vehicles
- Wellness Center and Natatorium

7.1 INSTRUCTIONAL SUPPORT SERVICES

Center for Student Achievement
Center for Teaching Excellence
Computer Services Division
Counseling Services
Disability Services
Online Learning
Instructional Laboratories
Instructional Services Center
Library
Media Relations
Pacer Shoppe (Bookstore)
Printing

CENTER FOR STUDENT ACHIEVEMENT

The Academic Success Center encourages the academic success of USC Aiken students by assisting them in developing educational plans, connecting them to campus resources, and promoting engaged learning and personal responsibility. Some of the Academic Success programs and services include:

AFYS 101: The First-Year Seminar

This course assists students as they transition to the USC Aiken community and provides the tools and strategies they need to have a successful undergraduate experience. Additional information about the course is available on the First-Year Experience website: <http://web.USCa.edu/asc/fye>.

Academic Success and Writing Room Workshop Series

The ASC Workshop Series provides 50 minute workshops on specific academic success and writing skills development topics. Over eighty workshops are offered each academic year. A list of workshops is available at <http://web.USCa.edu/asc/success-workshops.dot>.

Academic Consultations

The Academic Success Center offers academic consultations designed to assist students at any level. Students work one-on-one with professional staff members to improve time management skills, study skills, organizational skills and other academic skills.

Academic Advisement

The Academic Success Center helps connect USC Aiken students to their assigned advisor. Students are required to be advised prior to each registration period. While advisors assist students in pursuing educational goals, it is ultimately the student's responsibility to ensure they are making progress toward degree completion.

The Academic Success Center is located in Penland, Room 108. For more information about the office and other programs, please call the Center at (803) 641-3297 or visit the Center's website at <http://web.USCa.edu/csa/>.

CENTER FOR TEACHING EXCELLENCE

The Center for Teaching Excellence promotes teaching excellence by providing print and non-print resources, individual consultations, videotaping, workshops on effective teaching strategies, technical assistance and advocacy. The director of the Center works directly with

faculty to design and prepare high quality instructional materials for traditional and online learning classes.

COMPUTER SERVICES DIVISION

The mission of the Computer Services Division (CSD) is to provide students, faculty, and staff with the computing, networking and voice communication tools necessary to support the academic and administrative goals of the University. The University of South Carolina Aiken and CSD are committed to providing a reliable, state-of-the-art campus computing environment.

USC Aiken's primary student computing resource lab is located in the Business and Education Building Suite 238. This area contains an open Windows and Macintosh computer lab, and dedicated Macintosh and Windows classrooms. During fall and spring semesters, CSD Help Desk personnel staff this area from 8:00 a.m. until 9:00 p.m. on Monday through Thursday and from 8:00 a.m. until 5:00 p.m. on Friday. During the summer, assistance is available from 8:00 a.m. until 5:00 p.m. on Monday through Friday. Students have access to these facilities and most computing resources 24 hours a day, 7 days-a-week.

All academic computing is supported in the Windows and Macintosh environments.

Network and wireless services are provided through USC Aiken's state-of-the-art Cisco network providing 100 megabit connections to the desktop, gigabit connectivity between buildings, access to the entire University of South Carolina network and the Internet. CSD manages several Windows servers providing the campus community with electronic mail, network printing, file sharing, and network applications. More information about CSD and the services it provides can be found at <http://www.USCa.edu/csd>.

COUNSELING SERVICES

The Counseling Center provides professional short-term counseling for USC Aiken students. Services are free and confidential. Counseling topics may include study skills; college adjustment issues; communications skills; relationship issues or other interpersonal concerns; as well as other mental health issues including stress, depression, anxiety, etc. The Counseling Center can also provide assistance for alcohol and drug related issues. In addition, there is an advocate from the Cumbee Center to Assist Abused Persons available through the Counseling Center. To contact a counselor and/or make an appointment, a student can call the Counseling Center at (803) 641-3609. Students may access the comprehensive website at <http://web.USCa.edu/cc/> or visit the Center (Room 126, Business and Education Building).

DISABILITY SERVICES

USC Aiken seeks to assist students with physical, psychological, or learning disabilities in their college experience through an integration of on-campus services. The primary concern is to make all USC Aiken programs and services accessible. Assistance begins during the admission process and ends when a student graduates. Throughout the undergraduate experience, campus wide services are coordinated to meet the needs of students. Students may

call the Disability Services Office at (803) 643-6815, visit the Office (Suite 104, Student and Educational Support Building), or access the website at <https://www.usca.edu/disability-services>.

OFFICE OF ONLINE LEARNING AND SUPPORT

The Office of Online Learning and Support offers alternative formats to online learning. The office supports the needs of online instruction and facilitates professional development opportunities for faculty in pedagogy and technology. Faculty are provided support in course design for online and blended learning.

INSTRUCTIONAL LABORATORIES

Math Lab

The mission of the Math Lab is to provide support for students enrolled in mathematics courses at USC Aiken, and ultimately to enable students to be successful in the classes that use mathematics. This is accomplished by providing students with free peer tutoring in any freshman level and selected sophomore level mathematics classes, offering assistance with calculator skills and computer software used with the math classes, etc. The Math Lab is located in the library. Visit the Math Lab at: <http://web.USCa.edu/csa/tutoring/math-lab.dot>.

Writing Room

The mission of the Writing Room is to provide an open teaching and learning environment for the collaborative discussion of writing so that students may become more aware and independent writers. Writing tutors come from a range of disciplines and are formally trained to provide feedback during all phases of the writing process. The Writing Room is located in Humanities and Social Sciences Building, Room 112. Visit the Writing Room website at: <http://web.USCa.edu/csa/tutoring/writing-room.dot>.

INSTRUCTIONAL SERVICES CENTER

Instructional Services (ISC) operates and maintains a fully operational audio-visual production facility, an Education Television closed circuit system, equipment storage areas and an equipment distribution (delivery-pickup) service.

Instructional Services maintains a variety of media equipment intended for faculty and staff use. Items can be picked up from ISC directly or the equipment can be delivered to a pre-determined location. Requests for ISC equipment should be submitted at least twenty-four (24) hours prior to use time. Equipment is distributed on a first come, first served basis and can be reserved in advance for any number of days on one form. Some restrictions on the length of reservation are applied on equipment that is in short supply or unique in nature. To request ISC equipment, go to the following URL to complete the proper form and detailed information: <http://www.USCa.edu/instructional-services/services/equipment-request-form.dot>. Requests for duplication of audio and video tapes should be submitted at least five days prior to the time they are needed. Blank media of similar quality must be furnished by the individual requesting the service at the time the request is submitted. If media is not submitted, ISC will furnish the media and charge the department through intercompany transfer.

LIBRARY

The USC Aiken faculty is supported in its academic pursuits by a modern library facility, the Gregg-Graniteville Library. The Gregg-Graniteville Library strives to provide the academic community with the information required for intellectual, professional, and personal development. The Library also serves as an information resource for the University's geographical service area.

USC Aiken full-time faculty members enjoy extended loan privileges from the Gregg-Graniteville Library. Other materials are loaned to faculty in accordance with restrictions provided for various categories of materials. Materials not available locally may be requested through interlibrary loan or PASCAL Delivers. USC Aiken faculty members have loan privileges at all USC System libraries upon presentation of a current bar-coded faculty identification card.

Library faculty offer course-integrated instruction tailored to the needs identified by faculty. They work with faculty in planning assignments involving the use of library materials. Faculty who wish to place materials on reserve should complete the reserve forms, available in hard copy and online, at least one week in advance of a classroom assignment in order to ensure availability of items when needed.

The online catalog offers faculty access to the holdings of all USC System libraries. The catalog lists all materials including electronic resources, offering the full text of journals and government documents. For detailed information about the Library and the services it offers, contact any member of the Library's reference and instruction team or visit the Library's Home Page at <http://library.USCa.edu>.

MEDIA RELATIONS

The Director of Marketing coordinates news media publicity for USC Aiken. Faculty and staff members are encouraged to notify the Office of Marketing of newsworthy events concerning their activities. When special events are planned, the Office of Marketing should be given a three-week notice, if possible, to permit the arrangement of coverage in all appropriate media. Submissions to USC Times, the system-wide newsletter, and PostTime Notes, the USC Aiken internal publication, should also be given to the Office of Marketing. The Office of Marketing also provides photography services; assistance with advertisements and with the production and printing of brochures, flyers and other materials; and assistance with web pages.

The Office of Marketing will assist departments as needed with layout and design, as well as consultation. All forms of media, including print publications, web development, videos, commercials, billboards, etc., must be submitted to the Office of Marketing for review 3-4 weeks prior to release. Visit <http://web.USCa.edu/marketing/campusresources> for additional information on services available.

PACER SHOPPE (BOOKSTORE)

The Pacer Shoppe, located in the Student Activities Center, is owned and operated by USC Aiken. The bookstore operates under a "cost-recovery" model, charging all users for services or products supplied. This ownership model allows the University to control the cost of course materials and offer students, staff and faculty an academically oriented bookstore without depleting the university budget. The primary overall goal of the bookstore is to provide course

materials to students at the lowest cost possible. Faculty can help keep course material costs lower by providing adoption information on time and considering the cost of materials when making adoption decisions. The Pacer Shoppe offers a variety of USC Aiken clothing, gifts, and regalia; snacks and beverages as well as discounted software. Additionally, the bookstore offers copying and facsimile services. All faculty and staff personnel receive a 20% discount on all purchases, excluding texts, software, postage, and testing supplies.

The Pacer Shoppe offers a number of faculty support services, including copyright clearance, course packet production, and book adoption research. Faculty may submit book adoption information and access many other faculty services at <http://web.USCA.edu/> bookstore.

Book buy back and refund policies are published annually in the student bulletin.

The mission of the Pacer Shoppe is to provide a competitive source for purchases of course materials and other services and merchandise related to campus life, while fostering, enhancing, and supporting the academic and administrative goals of the University of South Carolina Aiken.

PRINTING

Convenience copiers are located in various administrative areas and usually are used by multiple departments. These machines are operated by a control pad that tracks department and individual usage and are designed for copying material up to 50 pages. The Copy Center, located in the Supply and Maintenance Building, maintains a color copier as well as a high-speed copier for material in excess of 50 pages in length. Additional services and rates can be viewed on the USC Aiken Printing website at: <http://web.USCa.edu/campus-support/printing-and-copying>.

Departments must work with the Office of University Advancement to obtain printing estimates from local printing companies.

March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)

7.2 CAMPUS SERVICES

Athletic Recreational Facilities
Automatic Teller Machine
Behavioral Intervention Team
Children's Center
Convocation Center
Dining Services
Facilities Maintenance
Identification Card
Parking
Student Health Center
University Police
University Vehicles
Wellness Center/Natatorium

ATHLETIC RECREATIONAL FACILITIES

USC Aiken has several recreational facilities that are open for use by faculty when they are not being used for classes, athletic team practices, or intramural events. Pacer Path is a cross country course that is available for jogging or walking. It is located next to the Convocation Center. A disc golf course is also incorporated into Pacer Path. An indoor walking track is located in the Convocation Center. Tennis courts are located on the main campus between the Nursing Building and the softball field. An open intramurals field is located behind the intercollegiate softball field and can be used when available (however, golf balls are not allowed on the intramurals field). An intramural softball field is located behind Pacer Commons. Finally, a basketball gym is located in the Student Activities Center.

AUTOMATIC TELLER MACHINE

An automatic teller machine is located in the Student Activities Center. Customers of Security Federal bank may use the ATM free of charge. All other bank customers are charged a nominal fee.

BEHAVIORAL INTERVENTION TEAM

The Behavioral Intervention Team serves to identify and coordinate appropriate action to respond to student behavior that is erratic, self-injurious, or potentially threatening to others. Any action taken by the Team serves to protect the campus community while optimizing the outcome for the individual student. Disciplinary actions taken will be based on the actual behavior rather than on projections about possible future behavior. The Team will review information and incident reports relevant to on and off-campus incidents involving students. Any member of the USC Aiken community can report erratic, threatening or potentially self-injurious student behavior by contacting a B.I.T. member directly or through the use of the online B.I.T. incident report at: <http://web.USCa.edu/behavioral-intervention-team/incident-report.dot>. The Behavioral Intervention Team handles serious behavioral issues exhibited by students. It is not meant to replace the normal care and concern routinely provided to students. Behaviors that pose a threat to safety or that cause significant community disruption should be referred to the Team. Students experiencing other mental health issues should be referred to the USC Aiken Counseling Center. (See Behavioral Intervention, p. 48.)

Reference: <http://web.USCa.edu/behavioral-intervention-team/index.dot>.

CHILDREN'S CENTER

The USC Aiken Children's Center offers care for the children of faculty, staff, students, and members of the community for a reasonable fee. The Center is nationally accredited by the National Association for the Education of Young Children (NAEYC) and is licensed by the State of South Carolina. The Center employs qualified faculty, staff and students of the University. It is open twelve months a year, and provides full-time care for children ages six weeks through five years.

CONVOCATION CENTER

The USC Aiken Convocation Center, a state-of-the-art facility, serves as home to Pacer men and women's basketball, women's volleyball, and the USC Aiken Athletics Department offices. This multi-purpose facility features rentable space for most functions. The facility has a scalable capacity of 3,400 patrons (for sold-out basketball games) to just over 4,000 guests (for sold-out concerts). A VIP room features amenities to accommodate approximately 140 patrons. The Center also features two full-size practice courts.

DINING SERVICES

Dining services, operated by Aramark, are available in the Student Activities Center. Services feature a full breakfast, lunch, and dinner menu as well as a sandwich menu. Also located in the Student Activities Center (SAC) is a Starbucks. A sandwich menu is available in the Humanities and Social Sciences Building, and a small "convenience store" is located near Pacer Downs. A Pacer Card (cost: \$40; purchasing value: \$44) is available for purchase at the Business Services Office and may be used to purchase food and beverages at various campus locations.

FACILITIES MAINTENANCE

Faculty members may submit maintenance and/or repair requests for campus facilities. General facilities maintenance and repair requests should be submitted via the following link: <http://web.USCa.edu/operations/maintenancefleet/physical-plant-work-request-form.dot>. Emergency requests should be reported by telephone to the Operations Office (803-641-3452) during normal working hours and to University Police (803-641-6111) at all other times. The following information is required when making such requests: building name and room number or area description, nature of the problem or need (including sketch when required for a special event set up), when the room or area will be available to be worked on, name of the person making the request, and date of the request. Maintenance and repair requests should not be given directly to maintenance, grounds or housekeeping staff.

IDENTIFICATION CARD

All University employees should have a current University ID. USC Aiken ID cards may be obtained from the University Police Office Community Building at Pacer Downs. Presentation of a university ID card will enable faculty to check books from the Library and make full use of campus facilities, including building access. It often takes approximately two weeks after an employee's start date before hiring information is in the system. Faculty and

staff are urged to call University Police to confirm that their name is in the system prior to visiting the University Police Office.

PARKING

Campus parking is by registered permit only. Parking decals, which are at no cost to faculty and staff, are available from University Police. Faculty and staff must park in the spaces designated by yellow lines and should attempt to avoid student spaces designated by white lines. Faculty and staff are allowed up to two decals in the situation that they operate more than one vehicle. Questions and/or concerns about parking should be referred to the Chief of University Police.

STUDENT HEALTH CENTER

The Student Health Center (SHC) provides comprehensive primary healthcare services to USC Aiken students. Visits to the SHC are free of charge for USC Aiken students. The Center is staffed by licensed nurse practitioners who provide primary care for common health problems by assessing and diagnosing the problem, then providing the necessary treatment and follow-up care. Students are encouraged to visit the SHC if they have an illness or injury that they feel uncomfortable treating independently. The SHC staff also provides health promotion, health education, and disease prevention information for the campus. In addition, the SHC conducts several flu shot clinics during the year that are open to students, faculty and staff. The Student Health Center is open Monday-Friday from 10:00 a.m. - 4:00 p.m. and is located in the Student Activities Center, Room 106. For more information about SHC services, call (803) 641-2840 or visit <http://web.USCa.edu/shc/>.

UNIVERSITY POLICE

University Police services on the USC Aiken campus are provided 24 hours per day by the campus University Police Department. University Police may be contacted from any campus phone by dialing 3319 (office) or 6111 (emergency), or through the use of any emergency/afterhours call box located around the campus. [Instructions for use are printed inside call boxes.] To contact University Police from a non-campus phone, dial (803) 641-3319 (office) OR for emergencies or after normal office hours, call (803) 648-4011. Faculty are reminded to lock and/or secure their offices when they are not occupied to deter theft and other crimes of opportunity.

UNIVERSITY VEHICLES

Any faculty member who has completed a valid Motor Vehicle Record (MVR) Screening, has submitted a TS-100 Form, and has attended a fleet user training/information session may drive a university vehicle. To complete the record screening, an employee must obtain a copy of their personal driving record from the state Department of Motor Vehicles and submit this record to the Department of Operations. Out-of-state faculty must present an updated MVR to the Department of Operations annually to keep their driving privileges current.

University vehicles are available on a first come, first served basis. Faculty should contact the Department of Operations to check the availability of a university vehicle; then complete the appropriate form and have their supervisor approve the request. Blank request forms may be obtained from any departmental administrative assistant or from the Operations website.

WELLNESS CENTER AND NATATORIUM

The USC Aiken Wellness Center is a 25,000 square foot facility located in the lower level of the Business and Education Building. A large fitness area includes cardiovascular equipment, weight equipment, free weights, and a 1/16 mile walking track. There is an aerobics room, dry sauna, locker rooms, exercise physiology laboratory, and an instructional classroom. The facility is supervised by CPR trained staff.

The USC Aiken Natatorium is a 25-yard indoor/outdoor facility connected to the Student Activities Center. The pool, designed for lap swimming, is 4 feet to 10 feet deep and has six lanes. The average temperature of the pool is 80 degrees. Locker rooms and shower facilities are provided. The facility is open seven days/week with over 40 open swim hours available. Lifeguard supervision is provided. Open hours vary by semester.

Memberships for faculty and staff are available at a cost of \$60/year (subject to change) and include access to fitness equipment orientations, group fitness classes, and wellness education programs held in both the Wellness Center and Natatorium. Additional fee based services include personal training and fitness evaluations.

March 20, 2017 (Faculty Assembly)

June 23, 2017 (Board of Trustees)

SECTION 8.0 APPENDICES

8.1 APPENDIX I

Faculty Constitution and Bylaws

8.2 APPENDIX II

Standing Rules of the Faculty Assembly

8.3 APPENDIX III

USC Aiken Administrative Guidelines for the Evaluation of Faculty

8.4 APPENDIX IV

(Program Changes)

8.5 APPENDIX V

Family-Friendly Policies

8.1 APPENDIX I

FACULTY CONSTITUTION AND BYLAWS UNIVERSITY OF SOUTH CAROLINA, AIKEN CAMPUS

Approved by the Faculty, October 27, 1975

Article I: Name

The Faculty Assembly of the Aiken Campus of the University of South Carolina (hereinafter called the Assembly).

Article II: Object

The Assembly is charged to facilitate faculty participation in the establishment and revision of university policies and procedures. The Assembly is recognized by the University as an advisory and consultative body to the Chancellor on all matters that may affect the attainment of the University's objectives.

In order to foster an environment that promotes continual improvement toward excellence, the Assembly embraces the following purposes:

- Making recommendations on university policy and governance issues of concern to faculty including but not limited to matters of educational and fiscal policy, institutional planning, and standards of the University, such as requirements for and the granting of earned degrees, curriculum, instruction, research, extracurricular activities, discipline of students, and all other matters pertaining to the conduct of faculty affairs, including the discipline of its own members;
- Advocating for faculty on issues in which faculty are the stakeholders;
- Promoting open and collegial communication;
- Facilitating faculty participation in fiscal planning and budgetary decision-making;
- Improving faculty working conditions;
- Supporting faculty participation in shared governance.

Any policy action of the Assembly is subject to the review and approval of the Executive Vice Chancellor for Academic Affairs, the Chancellor, the President, and the Board of Trustees.

Fall 2014 (Assembly)
April 22, 2016 (BOT)

Article III: Membership

Section 1.

The Assembly consists of the Chancellor, the Executive Vice Chancellor for Academic Affairs, all full-time faculty members evaluated annually by the Executive Vice Chancellor for Academic Affairs regardless of rank, and one adjunct faculty member. Other Vice Chancellors are ex officio members of the Assembly.

Spring 1990
March 24, 2006 (Assembly)
June 29, 2006 (B.O.T.)

Fall 2014 (Assembly)
April 22, 2016 (B.O.T.)

Section 2.

Official voting members of the Assembly include the Chancellor, the Executive Vice Chancellor, all full-time faculty members evaluated annually by the Executive Vice Chancellor for Academic Affairs regardless of rank, and one adjunct faculty member.

November 30, 2007 (Assembly)
June 27, 2008 (B.O.T.)
Fall 2014 (Assembly)
April 22, 2016 (B.O.T.)

Faculty Assembly members who are on leave or sabbatical may remove their names from the list of voting members during their absence by notifying the Chairperson of the Faculty Assembly. Individuals who are not voting members of the Assembly are not eligible to serve on standing Faculty Assembly committees.

September 9, 2004 (Assembly)
June 23, 2005 (B.O.T.)
March 24, 2006 (Assembly)
June 29, 2006 (B.O.T.)
Fall 2014 (Assembly)
April 22, 2016 (B.O.T.)

Section 3.

The Chancellor is an ex officio member of specified faculty committees and is the ultimate presiding officer of the Assembly.

Article IV: Elected Officers

Section 1.

The elected officers of the Assembly will be a Chairperson, a Vice Chairperson, a Secretary, and a Parliamentarian. These officers will perform the duties prescribed by these bylaws and by the parliamentary authority adopted by the Assembly.

Section 2.

Officers, as well as Assembly committee members, are elected under the procedures specified in Rule 4 of the Standing Rules of the Faculty Assembly in Appendix II. Nominees will be official voting members only.

April 30, 2002 (Assembly)
June 27, 2002 (B.O.T.)

Section 3.

The officers will be elected by secret ballot to serve for one (1) year or until their successors are elected. Their terms of office will be May 16 – May 15. Special elections can be held during the regular academic year (August - May) to fill a vacated position.

April 30, 2002 (Assembly)
June 27, 2002 (B.O.T.)
January 30, 2008 (Assembly)
March 28, 2008 (Assembly)
June 27, 2008 (B.O.T.)

Section 4.

No member will hold more than one office at a time, and no member will be eligible to serve more than three (3) consecutive terms in the same office.

Section 5.

Duties of the officers of the Faculty Assembly are as specified below:

Chair

- To represent the faculty on campus and in the community
- To schedule and conduct Faculty Assembly meetings
- To serve as ex officio on designated committees, boards, and other groups
- To appoint members to committees as specified in the Bylaws and Constitution and to consult with the Chancellor and others as appropriate in recommending faculty to serve on other committees and groups
- To serve as liaison with the Chancellor and Executive Vice Chancellor for Academic Affairs
- To solicit and collect annual reports of all Assembly committee chairs for inclusion in the agenda for the final Assembly meeting of the year
- To carry out all other Assembly business specified in the *Faculty Manual* or Constitution and Bylaws
- To determine what the Assembly quorum is each semester, in consultation with the Parliamentarian, and to ensure that a current list of voting members is maintained
- To facilitate fulfillment of the duties of Faculty Assembly Chair, the Chair will receive either one course release or overload pay for each semester of their term as Chair.

Spring 2008
October 24, 2023 (Assembly)
June 19, 2024 (B.O.T.)

Vice Chair

- To conduct Assembly meetings in the absence of the Chair
- To assist the Chair with special duties as requested
- To maintain the Faculty Assembly confidential file
- To oversee voting on amendments to the Assembly's constitution or bylaws either by distributing and collecting mail ballots or by initiating the process of electronic voting
- To post the Assembly agenda (see Rule 3.3)

Spring 2008

Secretary

- To take minutes of all Faculty Assembly meetings, submit minutes to the Chair for distribution, and, after approval of the minutes by the Assembly, to maintain a publicly accessible record of all minutes
- To solicit and deposit in the USC Aiken archives located in the Library the minutes of the standing committees and ad hoc committees established by a vote of the Assembly
- To forward to the Executive Vice Chancellor for Academic Affairs all recommended changes to the *Faculty Manual* no later than May 15 of each academic year (see Standing Rule 6)

Spring 2008

Parliamentarian

- To advise the Faculty Assembly Chair and other officers and members on matters of parliamentary procedure
- To consult with the Assembly Chair each semester on determining the Assembly quorum

May 1, 2001 (Assembly)
June 22, 2001 (B.O.T.)
Spring 2008 (Assembly)
June 27, 2008 (B.O.T.)

Article V: Meetings

Section 1.

The Assembly will meet eight times per academic year. The Assembly will meet during the last week of the month in September, October, November, January, February, and March. The November meeting may be rescheduled to the first week of December.

- a) The August meeting shall be scheduled by the Assembly Chair after August 15 but before the beginning of classes.
- b) The April meeting shall be scheduled by the Assembly Chair the first weekday after classes end.

January 30, 2008 (Assembly)
June 27, 2008 (B.O.T.)
Fall 2014 (Assembly)
April 22, 2016 (B.O.T.)

Section 2.

Special meetings can be called by the Chancellor, the Chairperson, or the Vice Chairperson in the absence of the Chairperson, or by written request of twenty (20) percent of the official voting members.

Section 3.

At least three (3) days written notice will be given prior to any meeting except in cases of emergency. The term “emergency” will be left to the interpretation of those persons listed in Section 2, Article V.

Section 4.

A quorum for meetings of the Faculty Assembly is a simple majority of the eligible voting faculty. The Chair of the Faculty Assembly, in consultation with the Parliamentarian of the Assembly, will determine the quorum for each semester prior to the first meeting of the semester. A voting member must be physically present on the Assembly floor to be counted towards quorum. If a voting member is passively viewing a live stream of the meeting, their attendance will not be counted towards quorum, as quorum requires the ability to participate in discussion.

May 1, 2001 (Assembly)
June 22, 2001 (B.O.T.)
April 25, 2023 (Assembly)
June 19, 2024 (B.O.T.)

Section 5.

All vote counts at meetings will be based on the official voting members who are present and voting unless Robert’s Rules of Order mandates otherwise.

April 30, 2002 (Assembly)
June 27, 2002 (B.O.T.)
April 25, 2023 (Assembly)
June 19, 2024 (B.O.T.)

Section 6.

The Vice Chair of the Assembly is responsible for posting the Assembly agenda in a timely manner (see Rule 3.3).

Spring 2008 (Assembly)
June 27, 2008 (B.O.T.)

Section 7.

The meeting agenda will be distributed to all members of the Assembly no fewer than seven days prior to the meeting.

Fall 2014 (Assembly)
April 22, 2016 (B.O.T.)

Article VI: The Executive Board

Section 1.

The Faculty Advisory Committee will constitute the Executive Board.

Section 2.

During such times when the Assembly cannot sit as a body, the Executive Board will carry out the emergency business of the Assembly.

Spring 1989

Section 3.

The Executive Board will be subject to the orders of the Assembly and none of its acts will conflict with action taken by the Assembly.

Article VII: Committees

Section 1.

The Assembly will establish, abolish, or modify Assembly committees as it deems necessary. Committees will be as diversified as possible according to academic rank and gender. Each committee will meet on a regular basis and report all action concerning policy formulation to the Assembly for approval. In instances of routine business,

committees are empowered to act as deputies of the Assembly. However, any action taken by any committee is always subject to review by the Assembly. All committee terms will run from August 16 through August 15, unless otherwise indicated in a specific committee description.

April 30, 2002 (Assembly)
June 27, 2002 (B.O.T.)

The chairperson of each Assembly committee will submit a written summary of the year's committee activities to the Assembly Chairperson no later than the agenda deadline for the April Assembly meeting.

Section 2.

Committee membership will include official voting faculty, with a chairperson to be elected annually by the committee from these members. Ex officio members and student members will be present on specified committees. The term ex officio designates non-voting status on faculty committees. Faculty may serve a maximum of three (3) consecutive years on a committee (with the exception of Post-Tenure Review), and approximately one-third of the members will rotate off August 15. Vacancies created by unexpired terms will be filled by special elections. No faculty member may serve on more than two (2) committees at any one time.

Spring 2008 (Assembly)
June 27, 2008 (B.O.T.)

Pursuant to the University nepotism policy (Section 5.1 of the *USC Aiken Faculty Manual*), faculty cannot accept nomination or appointment to or continue to serve on either the Promotion and Tenure Committee or the Post Tenure Review Committee during a term in which actions concerning a family member will be considered.

Since prior notice of actions concerning a family member of a committee member may not be possible when vacancies arise for the Honors, Awards and Scholarship Committee; the Scholastic Standing and Petitions Committee; the Grievance Committee and the Graduate Advisory Council, it is incumbent upon members of those committees to recuse themselves from any such deliberations so as to avoid even the appearance of impropriety.

A "family member" is defined in Section 8-13-750 of the South Carolina Code of Laws, as amended, regulations of the South Carolina Office of Human Resources, and the University nepotism policy in Section 5.1 of the *USC Aiken Faculty Manual*.

Faculty Assembly members may attend meetings of Faculty Assembly committees except

at times when personnel issues are being discussed. Personnel issues will include, but not be limited to, discussions of promotion and tenure, awards to faculty members, and grievances.

Spring 2003 (Assembly)
October 17, 2003 (B.O.T.)

Section 3.

Every standing committee of the Faculty Assembly will have at least one (1) faculty member from each of the two colleges and one (1) member from any of the three schools. No more than one (1) member from any school or department may serve on a given committee. A description of the purpose of each regular committee is as follows.

May 28, 1993
March 23, 2007 (Assembly)
August 10, 2007 (B.O.T.)

Academic Assessment Committee - To serve in an advisory capacity for assessment of academic programs at USC Aiken. The Committee ensures that all assessment programs articulate goals and objectives for student learning outcomes, measure the extent to which student performances meet these goals and objectives beyond the attainment of final course grades, and use the results for curricular improvements and adjustments. Every three years, the Committee reviews full reports from each academic unit about the implementation and findings of its assessment program as well as how assessment is used for improvement. Committee membership includes five (5) faculty; one (1) student recommended by SGA (if Student Government is unable to fill the position, the responsibility reverts to the Committee); and two (2) ex officio members, the Executive Vice Chancellor for Academic Affairs and the Director of Institutional Effectiveness.

Spring 2004 (Assembly)
June 30, 2004 (B.O.T.)
January 30, 2008 (Assembly)
February 27, 2008 (Assembly)
June 27, 2008 (B.O.T.)
Spring 2011 (Assembly)
June 30, 2011 (B.O.T.)

Academic Services Committee - To serve in an advisory capacity, recommending policies concerning assessment processes, the development and utilization of academic services which include the Center for Student Achievement, Instructional Services, the Office of Disability Services, the Office of International Programs, and other instructional support services other than the Library. On a regular basis, the Committee will work with representatives from each service area and with the Office of Institutional Effectiveness to review the assessment process of USC Aiken academic services. Membership will include eight (8) faculty (two representatives from each college, one representative from each school, and one representative chosen from the two colleges or the Library); the Executive Vice Chancellor for Academic Affairs, the Associate Vice Chancellor for Enrollment Management, the Vice Chancellor for Student Engagement and Belonging, the Vice Chancellor for Information Technology, and the Director of Institutional Effectiveness, ex officio.

March 25, 2005 (Assembly)
June 23, 2005 (B.O.T.)
Spring 2008 (Assembly)
June 27, 2008 (B.O.T.)

April 29, 2013 (Assembly)
June 17, 2013 (B.O.T.)
April 25, 2023 (Assembly)
June 19, 2024 (B.O.T.)

Administrative Search Faculty Pool—To provide a standing pool of elected faculty who can serve on hiring committees for senior University administrators with direct faculty oversight responsibilities such as a dean or provost; to ensure the availability of willing, independent faculty representatives with appropriate familiarity with the institution’s needs, in accordance with best practices outlined in the AAUP Policy Documents and Reports under the subtitle “Faculty Participation in the Selection, Evaluation, and Retention of Administrators.”

Membership will include sixteen (16) faculty members, at least two (2) from each college and one (1) from each school and from the library, no more than one faculty member from each department. Only tenured faculty members or Senior Instructors will serve on the pool unless there are no qualified faculty members available and willing to serve. In this case, other full-time faculty can be elected. Members will serve three-year terms. A faculty member’s term will be extended if necessary to complete a search. When a search committee is being formed, faculty members will be nominated from the pool to serve as faculty participants in the search. As far as is practical, nominations should ensure that faculty most affected by the hire are represented, i.e., a search for a dean should include members representing the school or college that dean will head, and that the faculty’s diverse perspectives are represented. Elections for members of the Administrative Search Faculty Pool shall be conducted by the nominating committee, which will also select nominees in the event of a search. The list of nominated faculty will be provided to the search committee chair by the nominating committee chair.

June 25, 2021 (B.O.T.)

Campus Life Committee - To make recommendations to the administration, faculty and student body regarding policies, procedures, and activities associated with the various aspects of campus life at USC Aiken. Specific responsibilities include (a) serving as an advisory group for commencement activities by selecting a member of the committee to serve on the Commencement Committee; (b) reviewing and approving the constitutions of student organizations; (c) developing proposals for enhancement of student life, including services, regulations for student conduct, co-curricular activities pertaining to the cultural life of the campus, and other activities; (d) recommending, evaluating and helping to implement policies affecting student athletes and the athletic program; (e) serving as an advisory body for the Vice Chancellor for Student Life and Services; and (f) approving a pool of faculty members (one from each department/school as submitted to the Executive Vice Chancellor for Academic Affairs from the department chairs) to serve on the University Judicial Board (UJB) and appointing a chair from the approved pool of department/school members for a two-year term. Membership on the Committee will include six (6) faculty; three (3) students selected by the Student Government (if Student Government is unable to fill the positions, the responsibility reverts to the committee); and the Chancellor, the Executive Vice Chancellor for Academic Affairs, the Vice Chancellor for Student Life and Services, the Assistant Vice Chancellor of Student Life, the Assistant Director of Student Life, the Director of Housing, the President of Student Government and the Faculty Athletic Representative, ex officio.

Spring 2001 (Assembly)
June 22, 2001 (B.O.T.)

April 26, 2011 (Assembly)
June 30, 2011 (B.O.T.)
April 23, 2012 (Assembly)
June 29, 2012 (B.O.T.)

Courses and Curricula Committee - To act as a deputy of the Assembly in a deliberative and recommending capacity concerning all requests for additions, deletions, and changes in courses and curricula and for compliance with the campus' long-range plans. When new programs or certificates are considered, the Committee will be notified and will act in an advisory capacity to the University Planning Committee regarding the tentative curriculum of the proposed program. The advice of the Courses and Curricula Committee will be reported to the Assembly as part of the University Planning Committee's recommendation on the new degree proposal. Following the approval of the proposed program by the CHE, the proposed new curriculum and any new courses must be submitted to the Courses and Curricula Committee for consideration. Approved curriculum and new courses will be presented to the Assembly for consideration. Membership will include six (6) faculty members; the Executive Vice Chancellor for Academic Affairs and the Registrar, ex officio.

Spring 1995

Online Learning Committee - To develop and periodically review policies and procedures related to the online learning environment; to represent faculty interests concerning intellectual property; to periodically recommend resources necessary to ensure faculty and student success in the virtual classroom; to make recommendations regarding course evaluation practices for online learning platforms; to periodically evaluate online course certification processes; and to be responsible for the online learning course review related to online course development.

June 25, 2021 (B.O.T.)

August 19, 2022 (B.O.T.)

Membership will include eight (8) individuals: two (2) faculty members from each of the two colleges; one (1) member from each of the three schools, and one (1) member from the Gregg-Graniteville Library. The Executive Vice Chancellor for Academic Affairs, the Director of Online Learning and Support, and the Director of Writing Assessment will serve as ex officio members. The length of the term of service is three years.

March 30, 2020 (B.O.T.)

Faculty Advisory Committee - To make policy recommendations to the Assembly and to act as a liaison between the faculty and administration (see also Article VI, Sections 1 and 2). Membership will include six (6) faculty; the Chancellor, the Executive Vice Chancellor for Academic Affairs and the Assembly Chairperson, ex officio.

Spring 2008 (Assembly)
June 27, 2008 (B.O.T.)

Faculty Grievance Committee - To evaluate grievances filed by faculty members in the manner specified in the *USC Aiken Faculty Manual*; to recommend to the administration what action, if any, ought to be taken to resolve the grievance; to recommend any needed changes in the faculty grievance procedure to the Faculty Assembly. Membership will

consist of nine (9) members elected by the Faculty Assembly. Only full-time, tenured faculty whose regular teaching load is no fewer than six contact hours per semester or who are librarians (excluding the Director of the Library) and who have no evaluative or supervisory role over other faculty may serve on the Committee.

Since prior notice of actions concerning a family member of a committee member may not be possible when vacancies arise for the Grievance Committee, it is incumbent upon members of this committee to recuse themselves from any such deliberations so as to avoid even the appearance of impropriety. (Spring 2003, Assembly)

March 25, 2005 (Assembly)
June 23, 2005 (B.O.T.)
March 24, 2006 (Assembly)
June 29, 2006 (B.O.T.)

Faculty Welfare Committee - To conduct an annual assessment of hiring priorities procedures and pay raise procedures and submit a written report of committee findings and recommendations to the Faculty Assembly. The Committee will preview the administration's plan concerning the method by which raises are to be determined. This consultation will occur prior to the final salary decisions. In addition, this committee will continually review and make recommendations regarding other issues of faculty welfare including, but not limited to, conditions of employment, compensation, leaves, insurance, retirement, and all other matters concerning fringe benefits. The Committee will also review and make recommendations regarding the annual faculty performance review process. Membership will include six (6) faculty; the Chancellor, the Executive Vice Chancellor for Academic Affairs, the Assembly Chairperson and the Affirmative Action Officer, ex officio.

Spring 1998
April 2016 (Assembly)
June 24, 2016 (B.O.T.)

General Education Committee – To oversee the general education goals and outcomes: to coordinate a plan for comprehensive assessment of general education outcomes and to review periodically the assessment results from the academic units as pertaining to general education; to consult with academic units in developing and presenting to the Courses and Curricula Committee curricular revisions pertaining to general education based on assessment results; to review and, if deemed necessary, revise policy of the Inter-Curricular Enrichment Program (ICE) requirement and to approve ICE events; to review and, if deemed necessary, revise policy of the Writing Intensive requirement and approve courses that satisfy the requirement. Membership will include eight (8) faculty members, one from each professional school, and two from each college. The remaining member will be elected from faculty in the two colleges and the library. The Executive Vice Chancellor for Academic Affairs, the Registrar, the Director of Writing Assessment and the Director of Institutional Effectiveness will serve as ex officio members.

March 2011 (Assembly)
June 30, 2011 (B.O.T.)

Graduate Advisory Council - The Graduate Advisory Council is comprised of six (6) full-time tenure-track faculty members elected by the Faculty Assembly: one elected from each of the professional schools, one elected from each college, and one additional representative from either college. In addition, the unit leader (or designee) from each academic unit offering a graduate degree will serve as a voting member of the Council. The

Executive Vice Chancellor for Academic Affairs will serve as ex officio. In order to be eligible to serve on the Graduate Advisory Council, faculty must hold the terminal degree, usually the earned doctorate in the teaching discipline or a related discipline. In some instances, the master's degree in the discipline may be considered the terminal degree, such as the M.F.A., the M.S.W. and the M.L.S.; in others, a master's degree in the discipline coupled with a doctoral degree in a related discipline is considered appropriate.

The Graduate Advisory Council is responsible for reviewing graduate policies, procedures, planning, assessment, and recruitment information. The Graduate Advisory Council will act as a deputy of the Faculty Assembly in a deliberative and recommending capacity concerning all requests for additions, deletions, and changes in graduate courses and curricula and for compliance with the campus long-range plans.

When new graduate programs are considered, the Council will be notified and will act in an advisory capacity to the University Planning Committee regarding the proposed program. The advice of the Graduate Advisory Council will be reported to the Faculty Assembly as a part of the University Planning Committee's recommendation on the new degree proposal. Following the approval of the proposed graduate program by the USC Board of Trustees and by the South Carolina Commission on Higher Education, the proposed new curriculum and any new courses must be submitted to the Graduate Advisory Council for consideration. Approved graduate curriculum and new courses will be presented by the Graduate Advisory Council to the Faculty Assembly for consideration and approval.

The Graduate Advisory Council takes action on graduate students' appeals and petitions, in graduate classes. The Graduate Advisory Council performs other duties assigned to it by Graduate School faculty or the administration of USC Aiken, and acts in an advisory capacity to the Executive Vice Chancellor for Academic Affairs.

As issues arise that are beyond the expertise of the Council, the appropriate unit representative will be consulted for information and advice.

Since prior notice of actions concerning a family member of a Committee member may not be possible when vacancies arise for the Graduate Advisory Council, it is incumbent upon members of this committee to recuse themselves from any such deliberations so as to avoid even the appearance of impropriety. (Spring 2003, Assembly)

October 1, 1996
March 24, 2006 (Assembly)
June 29, 2006 (B.O.T.)
January 30, 2008 (Assembly)
June 27, 2008 (B.O.T.)

Honors, Awards and Scholarship Committee - To establish criteria for awards, to organize and facilitate an annual awards day program, and to administer Educational Foundation funds as well as other scholarship funds entrusted to the University. Membership will include five (5) faculty; the Executive Vice Chancellor for Academic Affairs, the Director of Financial Aid, and the Assistant Chancellor for Development, ex officio.

Since prior notice of actions concerning a family member of a Committee member may not be possible when vacancies arise for the Honors, Awards and Scholarship Committee, it is incumbent upon members of this committee to recuse themselves from any such deliberations so as to avoid even the appearance of impropriety. (Spring 2003,

Assembly)

March 24, 2006 (Assembly)
June 29, 2006 (B.O.T.)

Library Committee - To serve in an advisory capacity, recommending policy governing the development of collections; to serve as a liaison between the library and the academic divisions for all communications concerning book orders, departmental allocations, and related matters. Membership will include six (6) faculty; one (1) student selected by the Student Government (if Student Government is unable to fill the position, the responsibility reverts to the Committee); the Director of the Library and the Executive Vice Chancellor for Academic Affairs, ex officio.

New Faculty Orientation Committee - To organize and implement the annual orientation program and activities for new faculty members. Membership will include four (4) faculty members, at least one of whom is a first-year faculty member who is appointed by the Faculty Assembly Chairperson in consultation with the Committee chairperson for a one-year term and who attended the most recent orientation, and the Director of the Center for Engaged Teaching and Learning, ex officio. Terms of office for the committee members will be from September to September.

December 5, 2023 (Assembly)

Nominating Committee - To nominate faculty for standing committees and Assembly offices, and to solicit faculty preference as to which committee(s) they wish to serve on. Membership will include six (6) faculty, the Director of Institutional Effectiveness, Research & Compliance ex officio. Assembly officers will be excluded from membership on this committee.

April 30, 2002 (Assembly)
December 5, 2023 (Assembly)
June 27, 2002 (B.O.T.)
December 5, 2023 (Assembly)
June 19, 2024 (B.O.T.)

Post Tenure Review Committee - To represent the faculty in the evaluation of tenured teaching faculty in the post tenure review process. The Committee will formulate the schedule and the internal procedures for the gathering, safekeeping, and evaluation of relevant information, and will recommend policies to the Assembly for approval and report its findings to the faculty and administration. Membership will include seven (7) tenured faculty who are not full-time administrators. Membership will be at least one (1) but no more than two (2) members from each of the two colleges and one (1) member from each of the three schools. The remaining two (2) members will be elected from faculty in the two colleges and the library. Only faculty who are not required to perform annual administrative reviews will serve on the Committee. Members will serve four-year staggered terms. In the event of a need for a professional development plan (5.7), this four-year term shall provide continuity of committee oversight over the lifespan of the professional development plan process.

March 23, 2007 (Assembly)
August 10, 2007 (B.O.T.)
January 30, 2008 (Assembly)
June 27, 2008 (B.O.T.)

Pursuant to the University nepotism policy (Section 5.1 of the *USC Aiken Faculty Manual*), faculty cannot accept nomination or appointment to or continue to serve on the Post Tenure Review Committee during a term in which actions concerning a family member will be considered. (Spring 2003, Assembly)

April 27, 2005 (Assembly)
June 23, 2005 (B.O.T.)
March 24, 2006 (Assembly)
June 29, 2006 (B.O.T.)

Promotion and Tenure Committee - To represent the faculty in the determination of those persons with faculty status who most merit promotion and/or tenure and to provide to the Executive Vice Chancellor for Academic Affairs (or to the Chancellor when appropriate) the Committee's recommendation regarding appropriate rank and tenure in the hire of a Chancellor, Executive Vice Chancellor for Academic Affairs, or unit (department or school) head when that hire results from an external search. The Committee will formulate the schedule and procedures for the gathering, safekeeping and evaluation of relevant information, and will recommend policies to the Assembly for approval and report its actions to the faculty and administration. Membership will include nine (9) members. Membership will be at least two (2) but no more than three (3) members from each of the two colleges and one (1) member from each of the three schools. The remaining two (2) members will be elected from faculty in the two colleges and the library. Only full-time, tenured faculty whose regular teaching load is no fewer than six contact hours per semester and who are not required to review other faculty members for promotion and tenure will serve on the Committee. Tenured librarians will be exempt from the six-contact-hour teaching requirement. Persons knowing that they will come up for consideration should not accept nomination or appointment to the Committee if their period of service includes the year in which they know they will ask for consideration. Members will serve three-year terms.

March 23, 2007 (Assembly)
August 10, 2007 (B.O.T.)
January 30, 2008 (Assembly)
June 27, 2008 (B.O.T.)

Pursuant to the University nepotism policy (Section 5.1 of the *USC Aiken Faculty Manual*), faculty cannot accept nomination or appointment to or continue to serve on the Promotion and Tenure Committee during a term in which actions concerning a family member will be considered. (Spring 2003, Assembly)

April 27, 2005 (Assembly)
June 23, 2005 (B.O.T.)
March 24, 2006 (Assembly)
June 29, 2006 (B.O.T.)

Scholastic Standing and Petitions Committee - To establish general policies concerning the academic standing of students at this institution; to review appeals from applicants who do not meet entrance requirements, including early admissions applicants, and to make exceptions when warranted; to consider proposals for changes in entrance requirements; to review appeals from continuing students concerning such academic matters as suspension, course substitution policies, and course credit by examination, etc.; to review and establish policy regarding the general grade reporting system. Membership

will include seven (7) faculty, one from each school and at least one from each college; the Executive Vice Chancellor for Academic Affairs, the Vice Chancellor for Student Life and Services, the Associate Vice Chancellor for Enrollment Management, the Director of Admissions, and the Registrar, ex officio.

Since prior notice of actions concerning a family member of a Committee member may not be possible when vacancies arise for the Scholastic Standing and Petitions Committee, it is incumbent upon members of this committee to recuse themselves from any such deliberations so as to avoid even the appearance of impropriety.

(Spring, 2003 Assembly)
March 25, 2005 (Assembly)
June 23, 2005 (B.O.T.)
March 24, 2006 (Assembly)
June 29, 2006 (B.O.T.)

University Planning Committee - At the appropriate stage in the planning processes, review and approve completed draft program or certificate proposals and significant program modifications for consistency with university and unit missions and long-range plans for adequacy of required resources. Present recommendations of new program or certificate proposals to the Faculty Assembly. Forward new program proposals to the Courses and Curricula Committee, and, after receipt of a positive recommendation from the C&CC, present a recommendation to the Faculty Assembly. Report the results of external academic program reviews to the Faculty Assembly. Because of the duties delineated above, the UPC should be represented on any major planning initiatives of the administration and should report regularly to the Faculty Assembly on the progress of those initiatives. Membership will include six (6) faculty; one (1) student selected by the Student Government (or by the Committee if the SGA is unable to fill the position); the Chancellor, the Executive Vice Chancellor for Academic Affairs, the Associate Vice Chancellor for Enrollment Management, and the Faculty Assembly Chairperson, ex officio.

June 22, 2000
Spring 2008 (Assembly)
June 27, 2008 (B.O.T.)

Section 4.

Ad Hoc Committees - The Assembly Chairperson, the Chancellor or the Executive Vice Chancellor for Academic Affairs can appoint Assembly ad hoc committees. An Assembly ad hoc committee can also be established and appointed by the Assembly Chairperson at the written request of twenty (20) percent of the voting faculty. Any authorized person appointing an Assembly ad hoc committee will notify the entire faculty concerning the composition and purpose of the committee. Such notification should occur simultaneously with the appointment of the committee. Ad hoc committees will report all descriptions, findings, and conclusions to the Assembly. Ad hoc committees will terminate at the end of each fiscal year; with notification to the Assembly, an ad hoc committee may be annually renewed until the original task of the committee is completed.

Spring 2008 (Assembly)
June 27, 2008 (B.O.T.)

Section 5.

Faculty members on leave must relinquish their committee positions; they will be reinstated upon their return only if their absence is for one semester or less. Resulting vacancies in elective committee memberships will be filled by special election. When the vacancy is for one semester or less and an immediate replacement is needed, the Faculty Assembly Chairperson may appoint a replacement.

Spring 2008 (Assembly)
June 27, 2008 (B.O.T.)

Article VIII: Parliamentary Authority

The rules contained in the most recent edition of *Robert's Rules of Order* will govern the Assembly in all cases to which they are applicable and in which they are not inconsistent with these bylaws and any special rules of order the Assembly may adopt.

Fall 2014 (Assembly)
April 22, 2016 (B.O.T.)

Article IX: Adoption and Amendment of Bylaws

Section 1.

Once these bylaws are adopted by a majority vote of the entire official voting membership, they will supersede all operating procedures and materials of a related nature.

Section 2.

These bylaws can be amended at any regular meeting of the Assembly by a two-thirds vote of the entire official voting membership, provided that the amendment has been submitted in writing at the previous regular meeting.

The bylaws can also be amended by a mail or electronic vote taken after the regular meeting, provided that the amendment has been submitted in writing at the previous meeting and time for discussion is provided at the regular meeting. A two-thirds vote of the entire voting faculty is required to pass an amendment.

Spring 2008 (Assembly)
June 27, 2008 (B.O.T.)

8.2 APPENDIX II

STANDING RULES OF THE FACULTY ASSEMBLY UNIVERSITY OF SOUTH CAROLINA AIKEN

Rule 1. The minutes of all Assembly meetings will be circulated to all members of the Assembly in printed or electronic form at least three (3) days prior to the next regular meeting. In addition, the minutes of the final Assembly meeting of the academic year will be circulated to all members of the Assembly prior to May 15.

January 30, 2008 (Assembly)
June 27, 2008 (B.O.T.)
February 25, 2009 (Assembly)
June 26, 2009 (B.O.T.)

Rule 2. Order of Business

1. Call to order
2. Corrections to and approval of minutes
3. Reports of USC Aiken Officers (2.2 ff)
4. Reports of standing committees
5. Reports of special committees
6. Special orders
7. Unfinished business
8. New business
9. Announcements
10. Adjournment

Rule 3. Agenda

1. For an item of business to appear on an agenda, a complete written description of that item must be submitted to the Chairperson at least eight (8) days prior to the meeting. All item descriptions are to be distributed, with the agenda, to all Assembly members at least seven (7) days prior to the meeting. Emergency items may be brought before the Assembly without prior written distribution with the permission of the Chairperson.
2. Any committee or individual official voting member may place an item on an agenda.
3. In accordance with the South Carolina Freedom of Information Act, a hard copy of the Assembly agenda will be posted, by the Vice Chair of the Assembly, outside the meeting room, at least twenty-four (24) hours prior to the Assembly meeting time.

February 27, 2008 (Assembly)
June 27, 2008 (B.O.T.)
March 20, 2017 (Faculty Assembly)
June 23, 2017 (Board of Trustees)

Rule 4. Elections of Officers and Committee Members

1. The Nominating Committee will solicit a slate of candidates for committee positions and Assembly Officers ahead of the February meeting and will solicit additional nominations at the February and March meetings. An updated ballot will be provided to each faculty member prior to the March meeting date.

January 31, 2018 (Assembly)
October 18, 2018 (B.O.T.)

2. After the March meeting, the Nominating Committee will oversee the distribution of the final electronic ballot to voting members of the Assembly. Voting members will mark their ballots by using the preferential voting procedures recommended by Robert's Rules and described in #4. Whenever possible, election to an office will result from the winning candidate receiving

a majority of the valid votes cast. Depending on the number of candidates on a ballot, this may result either by receiving a majority of single-choice ballots or by preferential voting as a result of receiving a majority of the remaining votes by having the second-preference votes of eliminating candidates added to their first-preference votes (recalculation of votes). Where multiple candidates for the same office are to be selected, a majority shall consist of more than half of the total number of ballots that remain valid at that step in the elimination process (see #4).

3.

January 31, 2018 (Assembly)

October 18, 2018 (B.O.T.)

4. In the case of a tie vote, the Nominating Committee will inform the Assembly Chair and a second ballot will be distributed at the April meeting.

5. General Procedures: Preferential voting will be used in elections whenever there are more than two candidates for a single position, or whenever there are multiple positions to be filled for the same office. The preferential voting method that will be used under these procedures is known as the instant run-off method.

A. The preferential ballot shall afford the voter an opportunity to rank the candidates in order of preference. After the initial vote, if a candidate receives a majority of the first-preference votes cast, then that candidate shall be declared elected. If no candidate receives a majority of the first-preference votes cast, the candidate with the fewest number of first-preference votes is eliminated. The eliminated candidate's second preference votes (i.e. the second-preference votes of those who cast their first-preference votes for the eliminated candidate) are redistributed to the remaining unelected candidates. When recalculating vote totals following the elimination of a candidate, those ballots of which no preference is indicated for any of the remaining candidates shall be deemed invalid in that and any subsequent rounds. In each of those rounds, a majority shall consist of a majority of the number of valid ballots that remain at that step in the elimination process. This procedure continues until a candidate receives a majority of the votes.

B. In instances when both unit designated slots and open slots are available, voting for designated slots will be calculated first. If a candidate receives a majority of votes for the designated slot, then the candidate will be eliminated from consideration for the open slot position and their second-preference votes will be redistributed to the other eligible candidates in the open position.

C. If there are multiple positions for the same office to be filled and one candidate receives a majority of first-preference votes cast, then the candidate is declared elected. The elected candidate's second-preference votes are then redistributed to the remaining unelected candidates. If no candidate receives a majority of first-preference votes cast, the candidate with the

fewest first-preference votes is eliminated from further consideration; the second second-preference votes of the eliminated candidate are redistributed to the remaining unelected candidates. The procedure continues until one candidate receives a majority. When a candidate receives a majority and is declared elected, the elected candidate's second-preference votes are redistributed to the remaining elected candidates. After the second-preference votes are redistributed and no remaining candidate receives a majority, then the candidate with the lowest number of votes is eliminated and eliminated candidate's second-preference votes are redistributed to the remaining unelected candidates. The process is repeated until the number of elected candidates equals the number of positions available.

- D. In the event of a tie for last place in the first round (i.e. two candidates have the same number of first preference votes), the candidate with the fewest second choice preferences will be eliminated and their second preference votes will be redistributed. In the event of a tie for last place in the second or subsequent rounds, the candidate with the lowest first round preference votes is eliminated.

6. In the event a faculty member cannot continue to serve on P&T or PTR during a term in which actions concerning a family member (or self) will be considered, the faculty member must resign from the committee and the balance of the term will be filled by special election.

April 30, 2002 (Assembly)
June 27, 2002 (B.O.T.)
April 29, 2008 (Assembly)
June 27, 2008 (B.O.T.)
April 23, 2012 (Assembly)
June 29, 2012 (B.O.T.)
January 31, 2018 (Assembly)
October 18, 2018 (B.O.T.)

- Rule 5.** Visitors (defined as any non-member of the Assembly) will be permitted to attend any Assembly meeting or committee of the Assembly, and will have the right to debate only. Visitors will be excluded during an executive session, unless their presence is designated.

Faculty Assembly members may attend meetings of Faculty Assembly committees except at times when personnel issues are being discussed. Personnel issues will include, but are not limited to, discussions of promotion and tenure, awards to faculty members, and grievances.

- Rule 6.** The chairperson of each Faculty Assembly committee serves the Assembly by announcing the schedule, setting the agenda, facilitating the meetings, and organizing and sending the minutes and other reports to the Assembly Secretary by the end of the academic year. Minutes are to be taken at all committee meetings except for the portions of proceedings that are confidential. The chairpersons of the committees are responsible for forwarding to the Assembly Secretary all

recommended changes to the *Faculty Manual* no later than May 10.

May 1, 2001 (Assembly)
June 22, 2001 (B.O.T.)

The chairperson of each Faculty Assembly committee shall also submit a written summary of the year's committee activities to the Assembly Chairperson no later than the agenda deadline for the April Assembly meeting (see 8.1).

February 27, 2008 (Assembly)
June 27, 2008 (B.O.T.)

Rule 7. Extending the Voting Rights to Non-voting Members

1. The request for voting rights for a non-voting member of the Assembly must appear on the agenda for the meeting during which Faculty Assembly will vote upon the motion. Normally that request will appear on the agenda for the August or September meeting.
2. The decision to request voting rights for a non-voting member should be made in consultation with that individual.
3. Voting rights carry with them the responsibility to attend Assembly meetings and to be active in the business of the Assembly and/or Assembly committees.
4. Most votes taken by the Assembly involve policies with long-term implications for the University and its faculty and students. Thus, as a general guideline, the likely term of the candidate's appointment should be a consideration in the decision.

November 30, 2007 (Assembly)
June 27, 2008 (B.O.T.)

Rule 8. In the event of a retirement or a separation from the University that would cause the loss of a member from the Faculty Advisory, Scholastic Standing and Petitions, or Grievance Committee over the summer when business may be conducted, the Assembly Chair may appoint a newly elected member of that committee to serve May 16-August 15 prior to the formal term of service.

February 27, 2008 (Assembly)
June 27, 2008 (B.O.T.)

Rule 9. When an action on a new policy or revision of existing policy is referred to a standing committee, the Faculty Assembly Chair shall be notified at the time of referral.

March 28, 2008 (Assembly)
June 27, 2008 (B.O.T.)

Rule 10. Faculty representatives to cross-campus or extra-Assembly committees responsible for recommending policies that fall under Article II of these Bylaws are obliged to report to the Assembly each semester.

August 18, 2015 (Assembly)
June 24, 2016 (B.O.T.)

Rule 11. System Faculty Leadership Council

1. The USC Aiken Faculty Assembly will elect three representatives to the University of South Carolina System Faculty Leadership Council. The chair of the USC Aiken Faculty Assembly (or designee) will also serve on the Council, in addition to the three elected members. At no time may more than 1 member of the System Faculty Leadership Council (excepting the Faculty Assembly chair or designee) come from any one college or school of the university.
2. Elected Representatives to the Council will serve for staggered three-year terms. Each year in the spring, the Faculty Advisory Committee will identify no fewer than two nominees for the upcoming vacancy. Nominees should be forwarded to the Nominating Committee for election by the Assembly in the spring.
3. Mid-year vacancies will be filled by Faculty Advisory Committee appointment. A member will be elected to serve the remainder of the vacant term in the following spring via the process outlined above. Representatives to the Council may serve no more than two consecutive terms.
4. The USC Aiken Faculty Assembly will elect three representatives to the University of South Carolina System Faculty Leadership Council. The chair of the USC Aiken Faculty Assembly (or designee) will also serve on the Council, in addition to the three elected members. At no time may more than 1 member of the System Faculty Leadership Council (excepting the Faculty Assembly chair or designee) come from any one college or school of the university, or library.
5. Elected Representatives to the Council will serve for staggered three-year terms. Each year in the spring, the Faculty Advisory Committee will identify no fewer than two nominees for the upcoming vacancy. Nominees should be forwarded to the Nominating Committee for election by the Assembly in the spring.
6. Mid-year vacancies will be filled by Faculty Advisory Committee appointment. A member will be elected to serve the remainder of the vacant term in the following spring via the process outlined above. Representatives to the Council may serve no more than two consecutive terms.

June 19, 2024 (B.O.T.)

8.3 APPENDIX III

USC AIKEN ADMINISTRATIVE GUIDELINES FOR THE EVALUATION OF FACULTY

During the spring term for first-year faculty, and during the summer for all other faculty, faculty are reviewed by their administrative supervisor.

Each year, full-time faculty will prepare and submit an annual summary of activities in the areas of teaching/librarianship, scholarly/creative activities, and service.

Performance in the areas of teaching/librarianship, scholarly/creative activities, and service, as described by faculty in their annual summary of activities, will be evaluated by the unit supervisor using the expectations for each academic rank developed and approved by the unit faculty. These performance evaluations will form the basis of a recommendation by the unit supervisor that faculty performance in each of the three areas be classified separately at one of the following levels:

Substantially Below Expectations at Rank
Below Expectations at Rank
Meeting Expectations at Rank
Exceeding Expectations at Rank
Substantially Exceeding Expectations at Rank

Recommendations by the unit supervisor for classifying performance in either of the two areas as “below expectations” must be accompanied by clear recommendations for remediation.

The expectations for each academic rank will be outlined in a document by each unit, and reviewed by the unit every 4 years, with the date of the last review being a required component of the document. The most recent copy of this document, and earlier versions applicable to the evaluation period, will be provided to the Promotion and Tenure Committee by faculty members as part of their application for tenure and/or promotion, and to the Post Tenure Review Committee as part of the supporting file for post tenure review.

Frequency distributions of final performance levels (Substantially Below Expectations at Rank, Below Expectations at Rank, Meeting Expectations at Rank, Exceeding Expectations at Rank, Substantially Exceeding Expectations at Rank) will be presented to the faculty at the December Faculty Assembly meeting by the Executive Vice Chancellor for Academic Affairs.

April 25, 2023 (Assembly)
June 19, 2024 (B.O.T.)

Statement on Recommendations for Evaluation of Faculty

The purpose in establishing objective guidelines is to create an atmosphere in which professional excellence is rewarded, and politics and personalities play a minimal role. It is not the intention that the following guidelines be used to stifle individuality, creativity or deny academic freedom. To assure that faculty are evaluated fairly, all decisions should be thoroughly documented and justified. This is essential to preclude the use of vague or difficult-to-document criteria (e.g., hearsay, rumors or arbitrary distinctions among academic activities) or irrelevant criteria. Overall, the evaluation should be based upon performance in all of the areas consistent with the institutional purpose of USC Aiken: teaching/librarianship, scholarly/creative activities, and professionally-based service.

As a parallel to the Promotion and Tenure Guidelines, the following basic principles should be considered when evaluating faculty:

1. The criteria must remain flexible to allow for individual uniqueness and creativity in performance. Faculty members should not be expected to perform alike.
2. Administrative value judgments will always play a role in the evaluation of faculty. However, documented evidence consistent with unit guidelines and the mission of USC Aiken must support the decisions.
3. Evaluation of faculty will not be influenced by race, color, national origin, religion, sex, gender, gender identity, transgender status, age, disability, sexual orientation, genetics, protected veteran status, pregnancy, child birth or related medical conditions, or any other category protected by law which

interferes with or limits the ability of an individual or group of individuals to participate in or benefit from the services, activities or privileges provided by the university.

4. Activities in which a faculty member engages outside of the University should not negatively influence the evaluation of a faculty member as long as they are within the individual's legal right and are consistent with the traditions of academic freedom.

Guidelines for Evaluating Faculty Performance-

1. Faculty must show evidence of quality performance, particularly in teaching or librarianship. This does not mean that one is expected to be equally strong in all areas of evaluation
2. Faculty evaluations should be based upon evidence of performance that became available since the most recent evaluation was submitted.
3. Faculty performance relative to expectations at rank should be judged by the criteria established by the department or school within the context of the criteria in the *USC Aiken Faculty Manual* with respect to teaching/librarianship, scholarly/creative activity, and service.
4. Scholarly activity involving long-term projects should be evaluated on an annual basis with respect to effort and progress rather than just the end result.

General Procedures

1. The evaluation process will be initiated by the appropriate supervisor. The faculty will be notified by April 15 of the upcoming evaluation. By May 31, the faculty member will submit to the supervisor a summary of at least one page of relevant activities in teaching/librarianship, scholarly/creative activity, and service.
2. First year faculty will be evaluated prior to February 15 in accordance with the procedure described in the *USC Aiken Faculty Manual* (see 5.6). In addition, first-year faculty must submit an updated file by May 31 for consideration.
3. The supervisor will provide a written evaluation to the faculty member no later than August 16.
4. The faculty member will sign, date, and return the written evaluation no later than September 2.
5. Rejoinders from faculty to their evaluator are due September 2.-
6. Completed and signed evaluation packets are due to the deans and EVCAA by September 4.
7. Deans of colleges will review evaluations with department chairs and with the college councils for consistency. Councils will preserve the anonymity of faculty under review.
8. Deans of schools and the Library Director will review evaluations with the EVCAA.
9. The Deans' Council will review evaluations with the EVCAA for consistency across the institution, while preserving the anonymity of the faculty under review.
10. Evaluation letters from the deans of colleges are due to the EVCAA by October 4.
11. Final evaluation letters from the EVCAA to the faculty are due November 1.

12. Appeals to the Chancellor must be made prior to November 15.

Note: Where any of the above dates fall on a weekend, holiday, or day when the university is not open, the next workday thereafter is the deadline.

Formative and Evaluative Reviews of Classroom Teaching by Peers and Unit Heads

Process:

1. Application of Policy. This policy originally went into effect for faculty hired on or after August 16, 2005, and a revised version went into effect for faculty hired on or after August 16, 2008. Revisions pertaining to first-year faculty will be applicable to all faculty who begin full-time appointments at USC Aiken on or after August 16, 2022.
2. First year (3 reviews): The unit head must conduct a classroom review in the fall semester of the first year, prior to the probationary reappointment decision. Two formative classroom peer-reviews will be conducted for tenure-track faculty in their first year, one in the fall semester and one in the spring semester.

Third year (1 review): A summative classroom review will be conducted by the unit head in the fall semester of the third year, as part of the third-year review. A negative third-year evaluation by the unit head or a request by the faculty member will trigger an additional review by the unit head in the spring semester of the third year. Faculty also may request a summative peer-review in their third year, to be included as part of the third-year review at the faculty member's discretion.

Year prior to application for tenure and/or promotion, or post-tenure review (2 reviews): A classroom peer-review and a unit head review will be conducted for all faculty in the year prior to consideration for promotion or post-tenure review.

Requested peer-reviews from the third year are not required to be included in the annual evaluation, but all of the remaining aforementioned reviews must be included in the promotion and tenure application, i.e., a minimum of 6 reviews must be included in the application. Faculty also have the option to request informal peer-reviews from colleagues at any time, the results of which may be kept confidential or included in the application.

3. The faculty member being observed is responsible for maintaining the observation forms that they receive.
4. Peer observers will be tenured faculty members or Senior Instructors, in the same or a related discipline, who have agreed to serve as peer reviewers and who have successfully participated in the peer reviewers' workshop offered by the Center for Teaching Excellence in coordination with the Office of the Executive Vice Chancellor for Academic Affairs.
5. Unit heads and peer observers should remain current with existing practices through the Center for Teaching Excellence and should contact the Assistant Vice Chancellor for Academic Affairs if they require further guidance.
6. Both unit heads and peer observers are to use the most recently approved peer observation form. If approved face-to-face and online course observation forms are available, the observer should use the form most suited to the course delivery.

7. Both unit head and peer observers must provide the observed faculty member with a written review no more than two weeks after the observation and offer an opportunity to discuss the class and the review.
8. Supporting Materials. The faculty member whose classes are being reviewed is strongly encouraged to provide copies of the syllabus, handouts, and any other material needed to prepare for each class to be reviewed to the faculty reviewer at least two business days prior to the scheduled review. If such materials are provided, the observing faculty member should comment on them in the written review.
9. Scheduling Reviews. The faculty member being reviewed and the reviewer will agree in advance upon the date(s) for the review. The faculty member being observed must provide at least 2 possible dates for the observer. The reviewer will remain for the duration of a 50- or 75- minute class and for at least one hour of a longer class.
10. Right of Rejoinder and Additional Review. The faculty member being reviewed has a right to attach a rejoinder to the review report and/or may request one additional review by the same reviewer or by another *suitable* reviewer. The faculty member retains the right to attach a rejoinder to any additional review report.
11. Addressing Weaknesses. The faculty member being reviewed will develop with the assistance of the unit head specific, concrete strategies for addressing any concerns raised through observation.
12. Professional Development Support. The unit head will work with the appropriate dean (when applicable) or the Executive Vice Chancellor for Academic Affairs (when the unit head is the dean) to provide appropriate professional development for the faculty member to address any concerns raised through evaluative classroom reviews.
13. Reciprocal Observation. To further development as teachers, faculty are strongly encouraged to observe classes taught by colleagues, both in and outside their academic unit. In addition, unit heads, mentors, and faculty reviewers must be willing to allow and should encourage the faculty member whose classes are to be reviewed to visit one of their own classes and then to discuss that experience with the faculty member prior to the first official observation. All such class visits should be coordinated in advance with the faculty member to be reviewed.
14. Assessment and review. As the Faculty Welfare Committee deems fit, the Faculty Welfare Committee will assess this process in its effectiveness in improving classroom teaching and review it in other ways as it sees fit and report to the Faculty Assembly its findings and recommendations.

December 1, 2015 (Assembly)
June 24, 2016 (B.O.T.)
March 24, 2021 (Assembly)

8.4 APPENDIX IV

(Program Changes)

Substantive changes as defined by the South Carolina Commission on Higher Education (CHE) and the Commission on Colleges of the Southern Association of Colleges and Schools (SACS) must be submitted for notification or approval in accordance with the agencies' policies, procedures and schedules. See USC System Policy ACAF 2.00, Section I.B.2.c (<http://www.sc.edu/policies/acaf200.pdf>).

ACAF 2.00: Creation and Revision of Academic Programs (USC System Policy)

Appendix 10: USC Aiken Review Process

This review process applies to the creation of new or substantive revision (as defined by CHE and/or SACS) of existing academic programs at USC Aiken.

Step 1 A complete draft program proposal will be developed by the academic unit, dean, or Library Director in consultation with the following USC Aiken officers who will be asked to comment on the campus resources needed to support the program:

- Executive Vice Chancellor for Academic Affairs (chief academic officer)
- Vice Chancellor for Information Technology
- Associate Vice Chancellor for Enrollment Management
- Senior University Facilities Executive
- Vice Chancellor for Finance and Administration/Chief Financial Officer

Step 2 The complete draft program proposal will be reviewed and approved by the following USC Aiken committees prior to distribution to system and S.C. Commission on Higher Education reviewers:

- College of Sciences and Engineering or College of Arts, Humanities, and Social Sciences Coordinating Council (if appropriate)
- Academic Council
- University Planning Committee
- Courses and Curricula Committee or Graduate Advisory Council
- Faculty Assembly

Step 3 A proposal that has been reviewed and approved by the faculty governance structure at USC Aiken will be forwarded by the Executive Vice Chancellor for Academic Affairs to the USC Provost Office for approval by the President, the Board of Trustees, and the S.C. Commission on Higher Education as specified in ACAF 2.00, Sections I.B.3.b and I.B.3.c.

Step 4

The USC Aiken Executive Vice Chancellor for Academic Affairs is responsible for submitting proposals to SACS for approval of new academic programs and substantive changes to academic programs six months before implementation (see ACAF 2.00, Sections I.B.2.c.iii and I.B.2.c.iv).

September 30, 2010 (Assembly)

June 30, 2011 (B.O.T.)

Editorial (Summer 2013)

March 20, 2017 (Faculty Assembly)

June 23, 2017 (Board of Trustees)

8.5 APPENDIX V

FAMILY-FRIENDLY POLICIES

EXTENSION OF THE TENURE CLOCK AND THIRD-YEAR REVIEW

[Reference University Policies: ACAF 1.31 & ACAF 1.05 (full policy)]

Purpose: To provide additional flexibility for tenure-track faculty members and to acknowledge that anticipated or unanticipated life events may hinder faculty members from fully demonstrating their professional qualifications for tenure.

Eligibility: All full-time tenure-track faculty members who have been reappointed for the following year. Eligibility begins on date of hire.

Full-time tenure-track faculty members are eligible for an extension of the maximum probationary period of up to three years. Maximum probationary period may not exceed ten years.

Option A: Automatic one-year extension of maximum probationary period

- In cases of birth or adoption of child; or death of spouse/partner or child
- Notification and documentation required

Option B: Requested one-year extension of maximum probationary period

- In cases of serious illness of self or close family member; death of parent; placement of foster child; or other relevant circumstances
- Request, justification and documentation required

Option C: Chancellor approved one- to three-year extension of maximum probationary period

- In exceptional circumstances as deemed appropriate and necessary

Basic Principles

- Faculty may still be considered for tenure prior to the penultimate year.
- Faculty with tenure clock extensions are evaluated as if their probationary period were the normal length.
- Notification/request for tenure clock extension must be within 12 months of event.
- Faculty may appeal a denial of a requested extension to the Provost.
- Third-year review may also be extended if tenure clock extension occurs in first three years.
- The maximum probationary period may not be extended more than three times.

Tenure Clock Extension Forms at <http://web.USCA.edu/academic-affairs/faculty-resources/> policies.

MODIFIED DUTIES SEMESTER FOR FACULTY

[Reference University Policy: ACAF 1.60]

Purpose: To provide full-time faculty with some relief from academic duties and the opportunity to respond to anticipated or unanticipated life events or situations when needed.

Eligibility: All full-time faculty members and librarians, of either gender. Eligibility begins on date of hire.

Full-time faculty members are eligible for one semester of modified duties or the equivalent extended over two semesters.

Option A: Automatic in cases of childbirth or adoption

- Notification using Modified Duties Semester Form and documentation required
- Birth/adoptive mother or primary caregiver is released from on-site duties such as classroom teaching, clinical field placement, teaching, research or clinical laboratory duties, on-site librarian duties, student advising and committee work
- Birth/adoptive father or secondary caregiver duties defined in consultation with academic unit head; may include partial or complete release from on-site duties
- Not required to take modified duties

Option B: Requested in other circumstances

- Request, justification and documentation required
- Modified duties defined in consultation with academic unit head with the expectation that the needs of the faculty member will be met

Basic Principles

- In cases of birth or adoption, the “modified duties semester” must be concluded within the twelve-month period following the birth or adoption. A faculty member is eligible for a “modified duties semester” even if the birth or adoption occurs during the summer months (May to August).
- Modified duties designed to provide sufficient time and flexibility for faculty to respond to his/her personal or family circumstances as necessary.
- Faculty not required to “bank” duties: courses, advising, committee work, etc.
- Unit should provide reasonable resources to facilitate modified duties.
- Faculty should notify the department chair or dean as appropriate four months prior to modified semester or as early as possible.
- Faculty should not be penalized for using this policy.
- Faculty may appeal denial of modified duties semester request to the Provost.
- Policy does not replace FMLA, other leave or long-term disability.

February 26, 2013 (Assembly)
June 17, 2013 (B.O.T.)

Policy and Modified Duties Semester Form are available at [affairs/faculty-resources/policies](#).

DUAL CAREER ACCOMMODATION POLICY

[Reference University Policy: ACAF 1.61]

Purpose: To enhance USC Aiken’s ability to recruit and retain outstanding faculty and academic personnel. To create a framework for exploring employment opportunities for candidates’ spouses and partners across departments and schools.

Eligibility: Applies to the spouse or partner of any potential faculty or academic administrator being recruited by USC Aiken if the spouse is in an academic field.

USC Aiken commits to making every effort to assist with the employment search for spouses

and partners of recruited candidates.

- Policy designed to assist department chairs and deans attempting to explore a spouse or partner hire.
- Helps USC Aiken recruit and retain talented scholars in situations where employment of the spouse or partner is a significant factor in a candidate's decision to accept an offer.
- Policy does not create any entitlement or contractual rights to employment.

Process

- All candidates should be notified of the existence of this policy as early as possible in the search process.
- Language can be included in advertisement for position: "The University of South Carolina Aiken is responsive to the needs of dual career couples."
- Unit head is responsible for coordinating process and contacting other units or schools.

Basic Principles

- Must be an appropriate fit between spouse/partner's qualifications and position.
- Offer extended only if strong support exists in target unit or department.
- Spouse/partner hire must comply with USC Aiken policies and receive all appropriate approvals.

Policy is available at <http://web.USCa.edu/academic-affairs/faculty-resources/policies>.

EXTENSION OF SICK LEAVE BEYOND FAMILY AND MEDICAL LEAVE (FMLA)

- For physician-certified illnesses, USC Aiken employees are allowed up to 180 work days of leave with pay or 180 calendar days of combined leave with and without pay. (See University Policy HR 1.06.)
- Authorized leave may extend to 365 days in extenuating circumstances and at the discretion of the Chancellor. (See University Policy HR 1.06.)
- Leave transfer program is available for catastrophic illness. (See University Policy HR 1.10.)