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INTRODUCTION

The College of Coastal Georgia’s Faculty Handbook serves as a policy manual specifically for policies governing faculty. Additional college policies can be found in the College Statutes, the Faculty Senate Bylaws, the College Catalog, and the Student Handbook. School/Departments may also have policies beyond what is listed in this handbook. In addition, the Office of Academic Affairs annually publishes a New Faculty Survival Guide to help orient faculty to the College of Coastal Georgia, its policies, and its resources.

These Policies and Procedures are not to be interpreted as a contract of employment nor do they guarantee any individual the right to employment. It is not to be construed as an official publication of the Board of Regents of the University System of Georgia. In case of any divergence from or conflict with the policies of the Board of Regents, the policies of the Board of Regents shall prevail. All information is subject to change. If change occurs, faculty will be notified of the change. Questions concerning the interpretation or meaning of any information in this handbook should be referred through the Faculty Senate and/or the Office of Academic Affairs.

In addition to providing important information, the intent of the handbook is to demonstrate that the College of Coastal Georgia is committed to support faculty by offering a number of opportunities for professional development and by clarifying expectations so that appropriate planning can occur to assist faculty in their development. The College of Coastal Georgia wants faculty to be successful as they move forward in their personal and professional lives. Faculty should see the College as a community that supports them and the Academy.
ONE: ORGANIZATION AND GOVERNANCE

I. COLLEGE MISSION
As a state college of the University System of Georgia, the College of Coastal Georgia will be a college of choice for residents of Georgia and beyond by providing an accessible and affordable quality education. Advocating excellence in scholarship and community engagement, the College promotes student progression and timely graduation through student-centered programs that offer a rich and diverse student experience. Students are prepared for meaningful careers, advanced study, lifelong learning, and participation in a global and technological society. The institution will provide associate and baccalaureate degrees that support the intellectual, economic and cultural needs of the community and region.

II. ORGANIZATION OF THE COLLEGE ADMINISTRATION
To accomplish the mission of the institution, the College of Coastal Georgia is organized into five major areas of responsibility under the supervision of the President (who is directly responsible to the Chancellor of the University System) and under the leadership of the following administrators:

• The Provost & Vice President for Academic Affairs
• The Vice President for Business Affairs
• The Vice President for Student Affairs & Enrollment Management
• The Chief Information Officer
• The Vice President for Advancement

Each of these administrative officers is responsible to the President for administering his or her particular area of responsibility. The specific duties of each officer are described in detail in the Statutes.

III. ORGANIZATION OF ACADEMIC AFFAIRS

Provost & Vice President for Academic Affairs

The Provost & Vice President for Academic Affairs (PVPAA) is the College’s chief academic officer and the senior member of the President’s Cabinet. The PVPAA is responsible for providing leadership for the faculty, for the planning and implementation of academic policies, for providing guidance in the development of the curriculum, for fostering academic excellence, and for overseeing the overall budget for all academic units. An organization chart, listing direct reports to the PVPAA is provided at the end of Section One, Article III.

Assistant/Associate Vice Presidents

The PVPAA is supported by two Assistant Vice Presidents: Assistant Vice President for Faculty Affairs and the Assistant Vice President for Academic Student Engagement. In general, Assistant/Associate Vice Presidents shall be appointed by the President at his/her discretion. However, Assistant or Associate Vice Presidents for Academic Affairs report directly to the Provost & Vice President for Academic Affairs.
The Assistant Vice President for Faculty Affairs assists the PVPAA in collaborative work related to the planning, development, implementation, and assessment (internal and external related approvals and review - USG & regional accreditation) of academic programs as well as provides support for policies, guidelines, and other academic, faculty (credentials, contracts, tenure, and promotion policies and guidelines), and student issues and processes. The Assistant Vice President for Faculty Affairs oversees and/or provides support for:

- Faculty Development
- Administrative Services (hiring, tenure & promotion processes)
- Registrar
- Institutional Review Board
- Academic Planning, Assessment, & Review
- Accreditation
- Grants Office (i.e., development)
- eLearning
- Center for Teaching and Learning

The Assistant Vice President for Academic Student Engagement (AVPASE) is responsible for providing leadership in the development and implementation of programs, policies, procedures, and high impact practices to promote and support student learning, engagement, retention, academic progression, and broadly, student success. The AVPASE serves as the Complete College Georgia institutional liaison and provides support and oversight for a range of academic units:

- Academic Advising
- Testing Center
- TRiO Student Support Services
- Learning Support
- Dual Enrollment
- Academic Services (ATTIC, Supplemental Instruction/Tutoring)
- Center for Service-Learning
- Writing Center
- Undergraduate Research
- Honors Program

School Deans

The Academic Deans are responsible to the PVPAA for administering and supervising the total work of their respective School, including the annual evaluation of all faculty members in the School. The Deans hold office at the pleasure of the Provost/Vice President of Academic Affairs and President without tenure as deans but retain the rights of tenure that they may have in the Corps of Instruction, as defined below.

Department Chairs

Department Chairs are responsible to the Academic Deans for assisting in the administration and supervision of their respective discipline/department, including preparing the annual evaluation of all faculty members in the department. The Department Chair is responsible for the management of all department operations and represents the department in official capacities.
The Department Chair is the administrative officer of the department and serves as a member of the Dean’s administrative team.

**Lead Faculty**

Lead Faculty may be appointed to assist the Deans with specific duties related to an academic discipline or school.

**Program Coordinator**

A program coordinator is a member of the academically-qualified program faculty who has extensive knowledge of their program and is appointed by the department chair with approval from the School Dean based on their academic credentials and experience in teaching. In some cases, the department chair also serves as a program coordinator.

Program coordinators are assigned for each program of study offered, including each concentration within the baccalaureate degrees and each subject within our associate degree offerings. Program coordinators serve as a main point of contact and work with deans and department chairs on content coordination, curriculum development, and review. Separate coordinators are not assigned to off-campus and online programs because there are no distinctions between the academic or curriculum requirements of online, off-campus, and on-campus programs.
IV. FACULTY

The faculty is organized as follows:

School of Arts & Sciences
   Department of Arts and Humanities
   Department of Mathematics
   Department of Natural Sciences
   Department of Social Sciences
   Department of Education and Teacher Preparation
School of Business and Public Management
School of Nursing and Health Sciences
   Department of Nursing
   Department of Health Sciences

A. Full-Time Faculty
Full-time faculty are faculty who have a contract for employment on a 100% workload basis for two out of every three consecutive academic terms. Full-Time Faculty consist of academic professionals with the title of Lecturer, Senior Lecturer, Instructor, Assistant Professor, Associate Professor, or Professor as well as duly certified librarians and administrators who have faculty status.

The Corps of Instruction, according to Board of Regents Policy 3.2.1.1, consists of full-time professors, associate professors, assistant professors, senior lecturers, lecturers, and teaching personnel with such other titles as may be approved by the Board. Full-time research and extension personnel and duly certified librarians will also be included in the Corps of Instruction on the basis of comparable training. Persons holding part-time and adjunct appointments or other honorary titles shall not be considered to be members of the faculty.

B. Part-Time and Adjunct Faculty
Part-Time faculty are employed by the College to teach coursework whereas Adjunct faculty status is an honorific given to non-College employees so that the College may benefit from the services, experiences, and talents of professionals who are not regularly affiliated with the College in any formal capacity.

Part-time faculty are faculty hired to teach on a semester by semester basis, typically teaching at most 7 credit hours of courses. Part-time faculty members have no workload obligations other than teaching.

Adjunct faculty status constitutes the College’s recognition of the appointee’s professional accomplishments and or scholarly contributions, confers certain privileges and responsibilities, and authorizes assignment of specific service functions. Adjunct faculty members may give occasional lectures, provide professional expertise and guidance to faculty members and students engaged in research, counsel students on professional opportunities, provide professional expertise on institutional initiatives, and promote community partnerships. Expectations of adjunct faculty will be delineated in a memorandum of agreement that will accompany appointment papers.

V. FACULTY SENATE
The Faculty Senate is a vehicle through which faculty share in the operation and management of the College. Faculty Senate provides a forum for the exchange of ideas, addresses issues of concern to the faculty, establishes and maintains academic standards and regulations, and recommends changes in College policy. Much of the work of the Faculty Senate is accomplished through a system of Standing Committees made up of faculty, staff, students, and administrators. The structure and function of the Faculty Senate and its committees are described in the Faculty Senate Bylaws and Faculty Senate Policies and Procedures Manual.

Additional work of the College is conducted by Standing Committees of the College and Advisory Committees or Task Forces to the Provost/Vice President of Academic Affairs and/or President. The Standing Committees of the College and the Advisory Committees to the Vice President and President may be described in the Statutes.

**VI. FACULTY MEETINGS**

Faculty meetings are held regularly during the fall and spring semesters as called by the Provost/Vice President for Academic Affairs. Special faculty meetings may be called as needed. Faculty members are expected to attend all faculty meetings unless excused to perform teaching or other related duties which conflict with the meeting of the faculty.
TWO: ACADEMIC EMPLOYMENT

I. RECRUITMENT AND SELECTION

The process used by the College of Coastal Georgia for recruiting, interviewing, and appointing faculty members is maintained by the PVPAA in collaboration with the Office of Human Resources. This procedure is to be followed by the School Dean each time a faculty vacancy occurs or a new faculty position is established. The School Dean has the responsibility for recruiting new faculty members.

For regular full-time faculty, the Dean works with a search committee in screening the candidates. Final candidates for positions are invited to the campus, where they meet members of the School/department, the PVPAA, and the President. The final candidates who come to campus typically are interviewed by the Search Committee, Department Chair (if applicable), Department members, the School Dean, the PVPAA, the President, and other faculty and staff of the College. Usually the candidate for a faculty position provides a teaching demonstration for students and/or faculty of the program.

After interviews are completed, the search committee shall solicit comments from the school/department members, as well as students/faculty that attended the teaching demonstration, concerning the individual’s candidacy. A list of strengths and weaknesses of all finalists is to be forwarded to the School Dean and the Department Chair, if applicable. The School Dean is responsible for reviewing official transcripts to determine that the final candidates have the required coursework in the teaching field and is responsible to ensure the reference checks of the final candidates are completed. The Dean forwards the committee’s list of strengths and weaknesses and his/her own recommendation to the PVPAA. The PVPAA, after consultation with the Chair of the Search Committee and the School Dean, recommends a candidate for hire to the President. Once approved by the President, the PVPAA offers in writing employment to the individual selected, and specifies whether any probationary credit will be given toward Promotion and Tenure if this is a tenure-track position.

Policy 8.3.3.1 in the Policy Manual of the Board of Regents provides the protocol to be followed when a University System of Georgia institution desires to make an offer of employment to a person who is a principal administrator or faculty member from another System institution.

II. FACULTY APPOINTMENT

A. Minimum Faculty Qualifications

CCGA faculty members shall have a master's degree or higher with at least 18 graduate semester hours in the teaching discipline (where “teaching discipline” is determined by the department chair and/or school dean with approval by the PVPAA). Exceptions with justification may be made for:

- faculty with well-documented special training and ability;
- faculty with clinical assignments only;
- faculty teaching in career associate programs only;
- faculty teaching only non-collegiate level learning support courses.
The following qualifications must also be present for all teaching faculty members:

- evidence of ability as a teacher and a commitment to excellence in teaching;
- evidence of activity as a scholar and ability in all other duties assigned;
- evidence of a pattern of productive activity in professional development;
- successful experience in higher education (except in the case of those just entering the academic profession who meet all other requirements);
- desirable personal qualities judged on the basis of personal interview, biographical data, and recommendations;
- interest in service to students, the community, and the institution; and
- ability to utilize technology in classroom instruction, as appropriate.

Other qualifications may be desired, depending on the academic area and the specific position.

**B. Initial Appointment of Faculty with Academic Rank**

1. A prospective faculty member with academic rank shall present evidence of
   a. teaching ability,
   b. scholarly competence (all) and scholarly activity (tenure-track),
   c. successful experience or professional aptitude,
   d. interest in professional community service, and
   e. desirable personal qualities
   as determined by personal interview, complete biographical data, official transcripts, and recommendations.

2. Initial appointments for new faculty will be at the rank of
   a. Assistant Professor, if they have a doctorate or other terminal degree in the teaching discipline but, in exceptional cases and with documented justification, a Master’s degree and 18 graduate semester hours in the teaching discipline;
   b. Associate Professor, have a doctorate or other terminal degree and at least 6 full years of effective full-time faculty teaching experience, independent of discipline, at a regionally accredited institution where they have previously held the rank of associate professor; or
   c. Full Professor, if they have a doctorate or other terminal degree and at least 11 years of effective full-time faculty teaching experience, independent of discipline, at a regionally accredited institution where they have previously held the rank of professor.

3. In accordance with BOR Policy 8.3.7.4 and USG Academic Affairs Handbook 4.5.1, persons with considerable professional experience may, upon their application, be granted up to three years probationary credit toward Promotion and Tenure. Initial appointments shall not normally be offered with tenure. Such credit for prior service shall be defined in writing by the Provost/Vice President of Academic Affairs at the time of the initial appointments at the rank of assistant professor or higher.

4. Before a tenure-track faculty member is appointed, he or she shall be notified in writing of the initial salary, years in faculty rank at another regionally accredited institution of higher education which are countable toward Promotion and Tenure, duration of the initial appointment, and other clauses or conditions of appointment.

**C. Initial Appointment of Lecturers**

1. A prospective non-tenure track faculty member shall present evidence of ability as an effective teacher, desirable personal qualities judged on the basis of personal interview, complete biographical data, official transcripts, and recommendations.
2. Appointment for non-tenure track faculty typically do not possess a terminal degree.
3. Before a non-tenure track faculty member is appointed to the Lecturer position, he or she shall be notified in writing of the initial salary, duration of the initial appointment, and other clauses or conditions of appointment.
4. Non-tenure track faculty members have obligations of teaching, professional development and service to the College.

D. Initial Appointment of Part-Time Faculty
1. A prospective part-time faculty member must present evidence of ability as an effective teacher, desirable personal qualities judged on the basis of personal interview, complete biographical data, official transcripts, and recommendations. The minimum qualifications for a part-time faculty position are a master’s degree with at least eighteen hours of graduate credit, or the equivalent, in the discipline of the individual’s teaching field.
2. A part-time faculty member is appointed to teach on an as needed basis.
3. A part-time faculty member is notified in writing of the salary, and of course assignments at the beginning of each term via the Part-Time Faculty Teaching Form (may be referred to as the ACA Form).
4. Part-time faculty are given the title of “instructor”.

E. Initial Appointment of Adjunct Faculty
An individual recommended for adjunct faculty status should normally have the academic degrees and/or professional experiences comparable to regular college faculty, researchers or specialists performing similar services in a given discipline

Appointment.
- A candidate for adjunct faculty status must be reviewed and recommended by the School faculty members and/or nominated by the academic dean.
- Applications and recommendations are reviewed by the PVPAA, and appointments are approved by the President.
- A candidate must submit a current curriculum vita, official copies of all college transcripts, and a letter of intent, delineating why the candidate wishes to be considered for adjunct faculty status and how the candidate is prepared to contribute to the mission of CCGA.
- Adjunct appointments will normally be made for one year and may be renewed for five subsequent years.
- Adjunct faculty shall be appointed without compensation.

III. WORKLOAD AND COMPENSATION

A. Entry Level Salaries
Each entry level salary should be determined on the basis of the specific requirements of the position. Position criteria shall include: the academic rank, the academic discipline, and the nature of the responsibilities to be performed. Criteria related to the qualifications of the individual shall include: academic degrees earned, teaching and other relevant experience, research and publication record, academic achievements and honors, and relevant professional achievements or recognition.

All entry-level salary recommendations should be sensitive to salaries of currently employed individuals within the genre or similar disciplines and within the College.
**B. Salary Increases**

Salary increases for full-time teaching faculty shall be awarded on the basis of merit, as stated in Board of Regents Policy 8.3.12.2, “Criteria for Determining Salaries.” As indicated in this policy, the amount available for distribution of merit increases is dependent upon legislative appropriations. The determination of the extent of such increases is linked to the performance evaluation processes of the institution and the criteria upon which performance is evaluated, with consideration also given to attainment of additional degrees, promotion in rank, and other accomplishments. Other types of salary adjustments may be made as necessary and appropriate for documented reasons of internal or external salary inequities, provided funds are available.

**C. Faculty Workload**

All faculty are responsible for preparing and teaching their courses, grading, and holding office hours. For full-time faculty, this additionally includes advising, sponsoring student activities, attending meetings of the faculty, participating in committee work, engaging in scholarly and creative activities as appropriate, and other duties as assigned.

Faculty class assignments are made by respective lead faculty, Department Chairs, and School Deans. As a matter of standard practice, all faculty members are subject to being assigned night classes, off-campus classes, and/or distance learning classes as appropriate based on the needs of the College in a given semester. Faculty members are eligible for mileage reimbursement for teaching at a different location from their home instructional site (e.g., a faculty member that traditionally teaches at the Camden Center can get mileage reimbursement for teaching a course at the Brunswick Campus). Faculty requesting alternative teaching assignments must gain approval from the Provost and Vice President for Academic Affairs as well as the President.

Additional policies regarding full-time faculty workload are as follows:

1. The normal teaching workload for a non-tenure track faculty member is 30 credit hours for the academic year. The normal teaching workload for tenured and tenure track faculty members is 24 credit hours for the academic year. Full-time faculty members are expected to teach, engage in academic advisement, provide service to the College and community, and participate in relevant professional development. Tenured and tenure track faculty members are additionally expected to engage in scholarly activities.

2. In situations where course contact hours exceed credit hours (e.g., lab or activity courses), the workloads may be calculated based on credit hours, contact hours, or a combination, as determined by the appropriate School Dean with the approval of the PVPAA.

3. Specific adjustments are made in the teaching load of faculty members who have administrative duties (e.g., director or chair positions) or research responsibilities supported by external funding. Such adjustments require written approval of the PVPAA.

4. Occasionally, there may be opportunities based on scheduling needs for faculty members to teach a voluntary overload. Overloads of scheduled classes that cannot be compensated by release time later in the contract year are paid at the overload rate for the semester taught. At most one (1) overload per academic semester is recommended unless
there is an extreme extenuating circumstance. In such cases, the Dean should confer with the PVPAA before assignments are finalized.

5. Faculty members' workload may in some instances include independent study. This must be done in keeping with procedures found in Section VII, “Independent Study.”

D. Overloads, Summer School, and Independent Study Courses
1. Overloads for CCGA Classes - A full-time faculty member who has been approved to teach an overload class will be compensated at the overload rate that has been set by the institution. The amount for the overload is added to the regular pay and included in the regular paycheck of the faculty member. Overloads must be requested by the School Dean, and have the approval of the PVPAA. A separate addendum contract must be processed for any faculty member teaching in overload.

2. Summer Classes for CCGA - If an academic year faculty member is approved to teach one or more classes during the summer semester, a letter of summer appointment will be prepared which outlines the courses to be taught and the compensation for each. Compensation for summer is set by the institution and is based on the number of classes or credit hours taught. All summer appointments must be approved by PVPAA. The general guidelines for full-time faculty and part-time faculty, as appropriate, who teach during one or more of the CCGA summer terms are as follows:
   a. Full-time faculty will receive pay at the summer rate for all summer courses except independent studies, which will be paid at the standard independent study pay rate. However, per Board of Regents’ Policy, a faculty member on an academic year contact may not earn more than 33 1/3 % of their regular compensation from the previous academic year by teaching in the summer.
   b. Part-time faculty will be paid at the summer part-time pay rate for all courses taught except independent studies.

3. Independent Studies shall be compensated at the current rate designated by the College.

E. Faculty Pay Schedule
Fiscal year faculty members are paid on a monthly basis on the last working day of each month July through June. Faculty employed on an academic year basis receive one-tenth of their contract salary on the last working day of each month August through May.

Part-time faculty pay, overload pay for full-time faculty, and summer pay for academic year faculty will be paid on the last working day of:

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<th>FULL SESSION</th>
<th>FIRST SESSION/MAYMESTER</th>
<th>SECOND SESSION</th>
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<tr>
<td>FALL</td>
<td>Sept - Dec</td>
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<td>Nov-Dec</td>
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<td>SPRING</td>
<td>Feb - May</td>
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<td>SUMMER</td>
<td>June - July</td>
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IV. CONDITIONS OF EMPLOYMENT

The following actions are required of faculty and all other employees as conditions of employment, and evidence thereof must be retained in the employee’s personnel file:
• The State Security Questionnaire must be completed for all persons employed for thirty or more days.
• The Loyalty Oath must be completed as required by the laws of the State of Georgia.
• Federal and Georgia withholding tax forms must be completed.
• When applicable, employees must complete an application for membership in either the Teachers Retirement System or the Board of Regents' Optional Retirement Plan.
• Faculty employees must assure that official transcripts are supplied from the institutions they attended. Original transcripts must be sent directly from the institution awarding the credit to the CCGA Office of Academic Affairs. Transcripts are required for all degrees and coursework completed which substantiate qualifications for the position held.
• Form I-9, Employment Eligibility Verification, must be completed and proper documentation that establishes identity and employment eligibility must be supplied within three days of employment.
• The background check consent form must be signed.

An applicant may be disqualified for employment for reasons including:
• Conviction of a criminal drug offense shall disqualify a candidate for not less than two years. Any candidate who has been convicted of a second or subsequent offense shall be ineligible for employment or re-employment for a period of five years from the most recent date of conviction.
• Any false statement of material fact in application documents.
• The applicant is or has been a member of an organization advocating the violent overthrow of the government of the United States.
• The applicant has been convicted of a crime involving moral turpitude, unless the applicant has been pardoned.
• Receipt of an unfavorable criminal background check.
• Failure to submit I-9 documents within three days of hiring.

Potential non-resident international faculty at CCGA may, within the discretion of the College and as needed by the institution to meet staffing needs, be sponsored as short-term visiting scholars (J-1 visa, or F-1 OPT) or for extended employment under an employment-sponsored visa (such as an H1B), which sponsorship will be initiated, where indicated through Human Resources and with any partner professionals who deal with said area of law. International faculty should contact the Office of Human Resources for referral for advice and assistance regarding employment eligible visa status. Deans and department chairs wishing to sponsor short-term scholars should contact the Office of Human Resources for preliminary assistance as to the viability and legality of the sponsorship. CCGA may decide to sponsor filings for employer sponsored petitions (ex. H1B) and permanent residency for full-time faculty only as said sponsorship is necessary to meet the staffing needs of the institution.

V. DISCIPLINE AND REMOVAL OF FACULTY MEMBERS

Board of Regents Policy 8.3.9 sets forth policies for the discipline and removal of faculty members, including the procedures to be followed when a Hearing Committee is convened. Policy 8.3.9 stipulates that the President of an institution may at any time remove any faculty member or other employee of an institution for cause. Cause shall include willful or intentional violation of the Board of Regents’ policies or the approved statutes or bylaws of the institution.
A. Suspension for Violation of State or Federal Laws
When a faculty member is charged with the violation of a State or Federal law, or is indicted for any such offense, a thorough review of the circumstances shall be carried out by the President. Depending on the nature of the offense, a suspension may occur as part of the investigation. As outlined in the USG Human Resources manual, the faculty member will be informed in writing of the reasons for the action taken. The effective date of the suspension shall be five business days following the notification. The faculty member may appeal the suspension to the next level of authority within five business days of the notification of the action.

In the event a CCGA faculty member is temporarily suspended, the President shall have the Faculty Affairs Committee of the Faculty Senate convene a subcommittee for the purpose of hearing an appeal by the faculty member, as set forth in the Faculty Senate Bylaws. The appeal shall be submitted in writing in accordance with procedures to be established by the subcommittee, which shall render its recommendation to the President within ten (10) business days from the conclusion of the hearing. Thereafter, any further appeal by the faculty member shall be in accordance with the procedures set forth in Article 8 of the Board of Regents’ Policy Manual.

B. Grounds for Removal
A tenured, tenure-track or a non-tenured faculty member, before the end of his or her contract term, may be dismissed for any of the following reasons provided that the institution has complied with procedural due process requirements:

1. Conviction or admission of guilt of a felony or of a crime involving moral turpitude during the period of employment—or prior thereto if the conviction or admission of guilt was willfully concealed.
2. Professional incompetency, neglect of duty, or default of academic integrity in teaching, in research, or in scholarship.
3. Unlawful manufacture, distribution, sale, use, or possession of marijuana, a controlled substance, or other illegal or dangerous drugs as defined by applicable laws; teaching or working under the influence of alcohol or illegal or dangerous drugs, which interferes with the faculty member's performance of duties or responsibilities to the institution, or his or her profession.
4. Conviction or admission of guilt in a court proceeding of any criminal drug offense.
5. Physical or mental incompetency as determined by law or by a medical board of three or more licensed physicians and reviewed by a committee of the faculty.
6. False swearing with respect to official documents or statements filed with or given to the institution.
7. Disruption of any teaching, research, administrative, disciplinary, public service, or other authorized activity.
8. Violation of Board of Regents’ policies, including Board Policy 8.2.1 (non-discrimination), Board Policy 8.2.18.5 (sexual harassment), or Board Policy 8.2.18.6 (amorous relationships).
9. Other grounds for dismissal as may be specified in the College Statutes, which may supplement the Board of Regents’ policies governing causes and procedures for dismissal.

Procedures for Dismissal of Tenured and Non-Tenured Faculty are outlined in 8.3.9.2 of the BOR Policy Manual.
**C. Dismissal of Temporary or Part-time Instructional Personnel**
Temporary or part-time personnel serving without an annual contract hold their employment at the pleasure of the institution. Employment may be discontinued without cause or advance notice.

**VI. APPEAL OF PRESIDENTIAL DECISIONS**

Except as provided below, applications from University System employees for Board of Regents’ review of presidential decisions shall be limited to instances in which an employee is terminated, demoted, or otherwise disciplined in a manner which results in a loss of pay. Other applications may be heard only if the Chair of the Board’s Committee on Organization and Law, in consultation with the Board’s chief legal officer, determines that the matter should be presented to the Board. In considering whether applications other than the types listed above shall be presented to the Board, the Chair shall consider (1) whether the record suggests that a miscarriage of justice might reasonably occur if the application is not reviewed by the Board, (2) whether the record suggests that the institutional decision, if not reviewed by the Board, might reasonably have detrimental and system-wide significance, or (3) any other facts which, in the judgment of the Chair, merit consideration by the Board of Regents. (BOR Minutes, April 2010)
THREE: FULL-TIME FACULTY POLICIES/PROCEDURES

I. TYPES OF INSTRUCTIONAL FACULTY

A. Tenured and Tenure-Track Faculty

BOR Policy 8.3.7.2 states that tenure resides at the institutional level. Institutional responsibility for employment of a tenured individual is to the extent of continued employment on a 100 percent workload basis for two (2) out of every three (3) consecutive academic terms until retirement, dismissal for cause, or release because of financial exigency, or program modification as determined by the Board of Regents.

Only assistant professors, associate professors, and professors are eligible for tenure. However, holding the rank of assistant professor, associate professor, or professor is not a guarantee of tenure nor a guarantee of a tenure-track position. At the time of faculty appointment, the offer letter will clearly state if a position is tenure-track.

B. Non-Tenure Track Faculty

Faculty that hold academic rank (instructor, assistant professor, associate professor, or professor) may have a non-tenure track position.

Other non-tenure track positions include Lecturer and Senior Lecturer, which are utilized to carry out special instruction functions such as basic skills. Reappointment of a Lecturer who has completed six consecutive years of service to an institution will be permitted only if the Lecturer has demonstrated exceptional teaching ability and extraordinary value to the institution and if the institution determines that there is a continued need for the lecturer. Not more than 20 percent of an institution's full-time equivalent corps of primarily undergraduate instruction may be Lecturers and/or Senior Lecturers (BOR 8.3.8.2).

The following provisions shall apply to all non-tenure track professional personnel:

1. Individuals employed in non-tenure track positions shall not be eligible for consideration for the award of tenure.
2. Notice of intention not to renew contracts of non-tenure track personnel who have been awarded academic rank (Instructor, Assistant Professor, Associate Professor, Professor) shall follow the schedule required for tenure track personnel. This schedule of notification shall not apply to other professional personnel. (See Section Three, Article VI. Contracts, A.)
3. Individuals employed in non-tenure track positions may apply on an equal basis with other candidates for tenure track positions if such becomes available.

Positions designated as non-tenure track positions or as tenure-track positions may be converted to the other type only with approval by the institution president. (BOR Minutes, August 2007).

The transfer of individuals from tenure-track positions to non-tenure track positions shall be affected on a voluntary basis only (BOR Minutes, 1982-83, pp. 255-256).
II. ANNUAL EVALUATIONS

All instructional faculty, including those who are applying for tenure, are evaluated annually through a formal and comprehensive evaluation process.

The faculty evaluation process serves at least four purposes:
• To evaluate the effectiveness of individual faculty members;
• To improve instruction for the students of the institution;
• To assist the faculty member in his or her professional development;
• To provide a basis for awarding merit-based salary increases, as authorized each year by the Board of Regents approved Salary Administration Plan.

Administrative faculty are evaluated using an evaluation instrument designed for staff. This form is available from the Human Resources Office. Senior administrators (those reporting to the President) may be evaluated by their subordinates every three years.

A. Evaluation Instruments
The evaluation process used at the College for full-time instructional faculty includes these components:

• Student opinion surveys for all courses taught
• Observation of faculty in the classroom by the Department Chair or School Dean will be required once per year
  o Note that the classroom observation form is written so that faculty can also observe each other to provide additional feedback and collaborations. Such forms may also be included in the evaluation process at the discretion of the faculty member.
• A comprehensive self-evaluation completed by the individual faculty member focusing on the broad categories described in subsection B below (that is, teaching, service to the institution and/or community, professional development and, for tenure-track faculty, scholarship) is due to the Chair (or Dean if there is no Chair) by January 31.
• An updated curriculum vita from the individual faculty member.
• The Chair (or Dean if there is no Chair) will review and comment on the above materials and then hold a discussion with the faculty member regarding the evaluation (The faculty member has a right to add additional comments.)
• The evaluation must be reviewed by the School Dean for finalization. All annual evaluations, approved by the School Dean, must be submitted to the Office of Academic Affairs for the PVPAA’s signature and placement in the permanent file by February 28.

B. Evaluation Criteria / Performance Expectations
This section describes the duties/responsibilities/expectations that pertain to full-time faculty at CCGA and which serve as the criteria upon which faculty are evaluated during the annual performance evaluation process. These same criteria also are used as a basis for promotion in rank, pre-tenure review, tenure, and post-tenure review. It is recognized that there may be other position-specific responsibilities expected of an individual according to the nature of the teaching discipline or any administrative job duties, but this section explains the core expectations which are common to all instructional faculty: high quality teaching; service to the institution and/or community; professional growth and development; and, for tenure-track faculty, scholarship. Non-tenure track faculty are not required to engage in scholarship.
As the central tenant of our Quality Enhancement Plan for SACSCOC accreditation, the College’s commitment to community engagement through Service-Learning provides faculty opportunities to focus efforts on the effective development and utilization of Service-Learning as a powerful experiential learning experience for students. Faculty are encouraged and supported to develop and teach courses with meaningful Service-Learning components. Faculty efforts and level of performance in Service-Learning activities are part of the evidence used to demonstrate competence and high-quality teaching, and will be evaluated as such. Service-Learning may also be reviewed in terms of service to the community and, if involving research or Scholarship of Teaching, may also be reviewed as part of scholarship.

**High Quality Teaching**

The faculty has the responsibility for the comprehensive curriculum at the College of Coastal Georgia. Therefore, all faculty members are expected to provide excellence in teaching within their discipline; to serve the institution and/or community in a manner that supports the total mission and operation of the College; to participate in professional development; and, for tenure-track faculty, scholarship. The primary responsibility of each faculty member is to facilitate and encourage student learning through excellence in teaching. Teaching faculty members must devote the greatest percentage of their professional efforts to teaching.

The faculty member must demonstrate competence and high-quality teaching, which includes:
- Selecting, developing, updating, and utilizing appropriate instructional materials.
- Maintaining a classroom climate which is conducive to student learning.
- Utilizing appropriate teaching methods, strategies, and technologies.
- As relevant, engagement in Service-Learning.
- Providing student feedback/reinforcement to promote success.
- Monitoring student progress and consulting with students as needed.
- Teaching a full load each term in the academic year (including alternate times, locations, and through distance learning) as needed to support the college mission.
- Participating in the development, evaluation, and improvement of courses, curricula, and educational outcomes using assessment results.
- Posting and keeping regular office hours as stipulated by current policy.
- Preparing and submitting instructional materials, reports, and/or grades on time.
- Providing student learning outcomes for all courses.
- Demonstrating professional and ethical conduct (integrity, tolerance, collegiality, responsibility, and accountability).
- Meeting specific criteria related to discipline (to be determined and documented by each discipline and/or school/department).

**Service to the Institution and/or Community**

The faculty member must provide professional service to the institution and/or the community, which includes:
- Participating in advisement and, as appropriate, assisting students with registration.
- Participating in appropriate institutional activities (e.g., committees, student recruitment, club sponsorship, proposal/grant writing) on an ongoing basis.
- Participating on a regular basis in discipline, school, department, and college faculty meetings.
• Assisting the School Dean/Department Chair, as appropriate, in faculty searches, budget planning, school goals, required reports, etc.
• Participating in community service (e.g., making presentations, volunteer activities, partnerships, charitable groups) to support the college mission.
• Supporting college extracurricular activities (e.g., cultural and athletic events, clubs).
• Demonstrating collegiality (respect for views and rights of other faculty, staff, students, and administrators).
• As relevant, engagement in Service-Learning.

Scholarship (Tenure-Track Faculty only)
The College of Coastal Georgia recruits’ faculty members who exemplify integrity, tolerance, responsibility, and expertise in their field. These faculty members support and sustain the mission and purpose of the College in all their activities while maintaining high standards of professional development, including scholarship as defined by Boyer (1997).

The Boyer model of scholarship recognizes four types of scholarly activities: Discovery - building of new knowledge through traditional research; Integration - interpreting the use of knowledge across disciplines; Application – aiding society and professions in addressing problems; and Teaching – studying teaching models and practices to achieve optimum learning.

1. The scholarship of discovery may be demonstrated through activities such as publishing in peer-reviewed forums, producing and/or performing creative work within an established field or creating infrastructure for future studies.

2. The scholarship of integration can be demonstrated through activities such as preparing a comprehensive literature review, writing a textbook for use in multiple disciplines or collaborating with colleagues to design and deliver a core course.

3. The scholarship of application may be demonstrated through activities such as serving industry or government as an external consultant, assuming a leadership role in a professional organization or advising student leaders to foster their professional growth.

4. The scholarship of teaching can be demonstrated by advancing learning theory through classroom research, developing and testing instructional materials or designing and implementing a program-level assessment system.

The faculty member must participate in research, scholarship, creative activity or academic achievement, which may include: (The criteria does not include non-tenure track faculty)
• Participating in creative and/or scholarly activities including applied research.
• Presenting or publishing in one’s discipline.
• Consulting in one’s discipline.
• As relevant, engagement in Service-Learning.

Professional Growth and Development
In an effort to improve all areas of a faculty member’s responsibilities (e.g., teaching, service, scholarship, administrative duties), the faculty member must participate in professional growth and development, which may include:
• Demonstrating expertise and current knowledge in discipline taught through consulting with industry, government and within a professional organization.
• Continuing formal education, if appropriate.
• Participating actively in professional organizations.
• Attending appropriate seminars, conferences, and programs related to the discipline taught or to teaching and learning.
• As relevant, engagement in Service-Learning.
• Practicing clinically in one’s discipline if relevant.
• Earning academic honors/awards.
• Achieving professional certification and/or maintaining required licenses/certificates.

III. PROMOTION IN RANK

Note that faculty applying for promotion should follow the promotion criteria for the current faculty handbook and not the handbook that was current at the time of hire (if special circumstances apply, faculty may request an exception from the PVPAA).

Overview of Possible Teaching Faculty Promotions

<table>
<thead>
<tr>
<th>Tenure-Track</th>
<th>Non-Tenure Track</th>
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</thead>
<tbody>
<tr>
<td>Assistant Professor to Associate Professor</td>
<td>Assistant Professor to Associate Professor</td>
</tr>
<tr>
<td>Associate Professor to Professor</td>
<td>Associate Professor to Professor</td>
</tr>
<tr>
<td></td>
<td>Lecturer to Senior Lecturer</td>
</tr>
</tbody>
</table>

A. Promotion Criteria for Tenure-Track Faculty

Board of Regents policy requires that each University System institution establish clearly stated promotion criteria and procedures that emphasize excellence in teaching for all teaching faculty. The minimum guidelines for promotion are shown below; meeting the minimum criteria as outlined in Policy 8.3.6.1 of the Board of Regents of the University System of Georgia. In particular, these are:

• Excellent teaching and effectiveness in instruction
• Noteworthy professional service to the institution and/or the community
• Noteworthy research, scholarship, creative activity, or academic achievement, as appropriate to the mission of the College and to the discipline
• Continuous professional growth and development

Noteworthy achievement is not required in all four of the above areas but should be demonstrated in at least two.

Additional criteria for promotion to the various academic ranks are found below. In all cases, it is required that the degree be from a regionally accredited institution of higher education and be related to the teaching field.

Associate Professor:
1. Earned Doctorate or terminal degree appropriate to field/discipline from a regionally accredited institution of higher learning, and
a. Five years successful, full-time, relevant teaching experience at the College of Coastal Georgia, at the assistant professor level or equivalent. Credit for full-time teaching experience at other regionally accredited institutions may be given at time of initial hire. This means that normally a faculty member can stand for promotion during their sixth year at the rank of Assistant Professor.

OR

2. Master's degree from a regionally accredited institution of higher learning and some clearly demonstrable expertise, and
   a. Thirty semester hours of a planned program in subject/field beyond the Master’s degree
   b. Eight years successful, full-time, relevant teaching experience at College of Coastal Georgia, five of which must be at the assistant professor level or equivalent. Credit for full-time teaching experience at other regionally accredited institutions may be given at time of initial hire.

OR

3. Master’s degree from a regionally accredited institution of higher learning and some clearly demonstrable special expertise, and
   a. Ten years successful, full-time, relevant teaching experience at College of Coastal Georgia, five of which must be at the assistant professor level or equivalent. Credit for full-time teaching experience at other regionally accredited institutions may be given at time of initial hire.

Professor:

1. Earned doctorate or terminal degree from a regionally accredited institution of higher learning, with exceptions made only if lack of degree is balanced by some clearly demonstrable special distinctions deemed equivalent to the degree, and
   a. Five years successful teaching experience at the associate professor level at College of Coastal Georgia.

The typical timeline for a terminal-degreed faculty member to apply for promotion is as follows:

<table>
<thead>
<tr>
<th>Standard Timeline</th>
<th>Apply for Promotion to Associate Professor</th>
<th>Apply for Promotion to Full Professor</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 year probationary credit</td>
<td>6th year</td>
<td>11th year</td>
</tr>
<tr>
<td>2 years probationary credit</td>
<td>5th year</td>
<td>10th year</td>
</tr>
<tr>
<td>3 years probationary credit</td>
<td>4th year</td>
<td>9th year</td>
</tr>
<tr>
<td>3 years probationary credit</td>
<td>3rd year</td>
<td>8th year</td>
</tr>
</tbody>
</table>

Although the above conditions are necessary for a faculty member to be considered for promotion, they do not assure that a promotion in academic rank will be forthcoming in the initial or subsequent years of eligibility. In particular, a history of poor performance and or lack of scholarly activities will delay or prevent promotion.
**B. Promotion Criteria for Non-Tenure Track Faculty**

The following criteria in performance is expected for promotion in non-tenure track positions:

- Excellent teaching and effectiveness in instruction
- Noteworthy professional service to the institution and/or the community
- Continuous professional growth and development

**Noteworthy achievement is not required in all three areas but should be demonstrated in the first two areas noted above.**

Additional criteria for promotion to the various academic ranks are found below. In all cases, it is required that the degree be from a regionally accredited institution of higher education and be related to the teaching field.

**Associate Professor:**
Non-tenure track assistant professors may apply for promotion to associate professor, following the academic achievement and years of experience criteria outlined in the previous section.

**Professor:**
Non-tenure track associate professors may apply for promotion to professor, following the academic achievement and years of experience criteria outlined in the previous section.

**Senior Lecturer:**
Lecturers who have served for a period of at least six (6) years at the employing institution may be considered for promotion to Senior Lecturer. Therefore, application for promotion to Senior Lecturer would occur in the seventh year of service.

**C. Procedure for Applying for Promotion for Faculty**

1. Each year, by the last day of the spring term, the Provost/Vice President for Academic Affairs or designee will verify which faculty members are eligible to apply for tenure and/or promotion in the coming academic year and will notify the faculty and the appropriate chairs (if applicable) and deans. Application for tenure at the assistant professor level includes application for promotion to associate professor.

2. When a faculty member on the list wishes to be considered for promotion in rank, he/she must notify (in writing) the PVPAA of their intent to submit Promotion Portfolio by the date indicated on the notification from the PVPAA.

3. The candidate submits a Promotion portfolio, by the date indicated on the official notification from the Provost/VP for Academic Affairs, to the Office of Academic Affairs where it is logged in and all reviewers have access to it. Faculty are strongly encouraged to submit their entire application electronically, and are required to submit electronically all written narratives about teaching, service, scholarship (if applicable), and professional development. Beginning in 2020 – 2021, faculty will be required to submit the entire tenure and/or promotion application electronically.

4. It is recommended that applicants submit their portfolio five calendar days prior to the established application deadline for review by the PVPAA or designee to ensure that all required components are included (this will not be an assessment of quality in any way).
If a required component is lacking, the faculty member will be notified so that they may submit the required material by the established application deadline. Failure to comply with the submission deadline(s) or to provide a portfolio that includes all required sections are grounds for the application to be rejected by the PVPAA. After the deadline, the faculty member will not be permitted to review their portfolio or add any additional supporting evidence.

### 2019-2020 Calendar Deadlines for Promotion and Tenure Process

<table>
<thead>
<tr>
<th>Annual Deadline</th>
<th>Action Required</th>
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<tbody>
<tr>
<td>Last Day of the Spring Term of the Preceding Academic Year</td>
<td>Faculty members eligible for promotion and/or tenure, as well as their respective deans/chairs, are notified</td>
</tr>
</tbody>
</table>
| August 16th | 1. Each Department adopts member rules for its Faculty Development and Review Committee, to be approved by the Department Chair and School Dean.  
2. Representatives for the Promotion & Tenure Committee have been elected by the respective Department/School and names have been forwarded to the PVPAA and President  
3. Deadline for faculty members to notify (in writing) the Office of Academic Affairs of intent to apply for promotion and/or tenure |
| August 23rd | Promotion & Tenure Committee approved and notified in writing of their selection by the President |
| August 30th | 1. Mandatory information session for faculty members applying for promotion and/or tenure  
2. Members of Departmental-level Faculty Development and Review Committee have been elected by their department and names have been forwarded to the School Dean and Office of Academic Affairs |
| December 2nd | Faculty applying for promotion and/or tenure must complete and forward annual evaluation to chair (if applicable) and dean. |
| December 13th | Deadline for Chair (or if none, Dean) to review faculty evaluation and hold conference with faculty member. A finalized evaluation is provided to faculty member for inclusion in promotion and/or tenure portfolio. |
| January 3rd at noon | 1. Deadline for submission of promotion/tenure portfolio to the Office of Academic Affairs.  
2. Electronic narratives are forwarded to the reviewing parties by the end of the day. |
| January 10th | Deadline for Department-level Faculty Development and Review Committee to review appropriate portfolios, including recommendations for or against promotion and/or tenure, and forward to the faculty member’s Department Chair, School Dean, Academic Affairs, and the Promotion & Tenure Committee, copying the faculty member |
| January 17th | Deadline for Department Chair to review appropriate portfolios, including recommendations for or against promotion and/or tenure. |
tenure, and forward to the School Dean, Academic Affairs, and Promotion & Tenure Committee, copying the faculty member.

<table>
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<tr>
<th>Date</th>
<th>Action Required</th>
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<tbody>
<tr>
<td>January 24th</td>
<td>Deadline for School Dean to review appropriate portfolios, include recommendations for or against promotion and/or tenure, and forward to Academic Affairs and the Promotion &amp; Tenure Committee, copying the faculty member.</td>
</tr>
<tr>
<td>January 31st</td>
<td>Deadline for Promotion &amp; Tenure Committee to review appropriate portfolios, include recommendations, and forward to the PVPAA.</td>
</tr>
<tr>
<td>February 7th</td>
<td>PVPAA submits all recommendations in writing to the President.</td>
</tr>
<tr>
<td>February 14th</td>
<td>President makes the final decisions and notifies all promotion and/or tenure applicants.</td>
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</tbody>
</table>

Starting in 2020-2021, the Promotion and Tenure Calendar will be as follows:

<table>
<thead>
<tr>
<th>Annual Deadline</th>
<th>Action Required</th>
</tr>
</thead>
</table>
| Last Day of the Spring Term of the Preceding Academic Year| 1. Representatives for the Promotion and Tenure Committee have been elected by the respective department / school (where a pending vacancy exists) and names have been forwarded to the PVPAA / President.  
2. Faculty members eligible for promotion and/or tenure in the upcoming academic year are notified; deans and chairs are notified concurrently.  
3. The current year’s Promotion and Tenure Committee hold an informational session for faculty to reflect on as they prepare their portfolio over the summer. |
<p>| Last Working Day in May of the Preceding Academic Year    | Promotion and Tenure Committee is approved and notified in writing of their appointment by the President. |
| 1 August                                                  | Deadline for faculty members to notify, in writing, the Office of Academic Affairs of their intention to apply for promotion and / or tenure. |
| Week Before Fall Classes Begin                           | Each Department updates membership rules for its Faculty Development and Review Committee, as needed, to be approved by the Department Chair and School Dean |
| Last Monday in August                                    | Mandatory information session for faculty members applying for promotion and / or tenure. |
| Last Friday in August                                    | Members of Department-level Faculty Development and Review Committee have been elected by their department and names have been forwarded to the School Dean and PVPAA. |
| First Monday in October                                  | Faculty members applying for promotion and / or tenure must submit their annual self-evaluation (January-September of the application year) to their immediate supervisor. |
| Third Monday in October                                  | Deadline for supervisors to review the faculty member’s self-evaluation and hold a conference with the faculty member; a copy of the evaluation, signed by the supervisor and the dean, is provided to the faculty member for inclusion in the promotion and / or tenure portfolio at this time. |
| Fourth Monday in October                                 | Deadline for submission of the completed promotion / tenure portfolio electronically. |</p>
<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
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<tbody>
<tr>
<td>Third Monday in November</td>
<td>Deadline for the Department-level Faculty Development and Review Committee to submit a written recommendation to the candidate’s supervisor; a copy of the recommendation is provided to the candidate concurrently.</td>
</tr>
<tr>
<td>First Monday in December</td>
<td>Deadline for the supervisor to submit a written recommendation to the dean; a copy of the recommendation is provided to the candidate concurrently.</td>
</tr>
<tr>
<td>Third Monday in December</td>
<td>Deadline for the dean to submit a written recommendation to the Promotion and Tenure Committee; a copy of the recommendation is provided to the candidate concurrently.</td>
</tr>
<tr>
<td>Third Tuesday in January</td>
<td>Deadline for the Promotion and Tenure Committee to review portfolios and submit a written recommendation to the PVPAA; a copy of the recommendation is provided to the candidate concurrently.</td>
</tr>
<tr>
<td>First Monday in February</td>
<td>PVPAA submits written recommendations for each candidate to the President; a copy of the recommendation is provided to the candidate concurrently.</td>
</tr>
<tr>
<td>Second Monday in February</td>
<td>President makes the final decision and notifies all promotion and tenure applicants of their decision in writing.</td>
</tr>
</tbody>
</table>

5. The Promotion Portfolio must include all of the following components:
   a. A cover letter applying for promotion that provides an overall summary of successes, accomplishments and contributions since last promotion or since employment at the College of Coastal Georgia, as appropriate;
   b. A current curriculum vita;
   c. Four separate narratives providing a self-evaluation related to each of the following areas
      1. Excellent teaching and effectiveness in instruction,
      2. Noteworthy professional service to the institution and/or the community,
      3. Continuous professional growth and development, and,
      4. If tenure-track or tenured, Noteworthy research, scholarship, creative activity or academic achievement, as appropriate to the mission of the College and to the discipline;
   d. Summary of all multiple-choice ratings and copies of all open-ended responses from student end-of-course evaluations taught by the faculty member since the last promotion or employment at CCGA;
   e. Copies of all annual evaluations, including classroom observations, by supervisors since hiring or last promotion;
   f. A copy of the letters from the Chair (if applicable), Dean and PVPAA related to tenure, if tenure was previously awarded.

6. Failure to comply with the submission deadline or to provide a portfolio that includes all required sections are grounds for the application to be rejected by the PVPAA. After the deadline, the faculty member will not be permitted to review their portfolio or add any additional supporting evidence. It is recommended that faculty consult with a Faculty Development and Review Committee member or other colleague before the deadline to ensure all components of the portfolio are present.
7. The Departmental Faculty Development and Review Committee will review the faculty member’s portfolio and prepare a written recommendation for or against promotion which is added to the faculty member’s portfolio. A copy of this recommendation is also sent to the faculty member at the same time it is added to the portfolio. This recommendation must address teaching, service, scholarly activity and professional development and growth, and be a clear and concise summary of the merits (or lack thereof) reflected in the submitted materials. The candidate may submit a rebuttal within two business days of receiving the letter. The rebuttal will be added to the faculty member’s portfolio for review by the Chair, Dean, Promotion and Tenure Committee, PVPAA, and President.

8. The Department Chair, if applicable, will review the faculty member’s portfolio and prepare a written recommendation for or against promotion which is added to the faculty member’s portfolio. A copy of this recommendation is also sent to the faculty member at the same time it is added to the portfolio. This recommendation must address teaching, service, scholarly activity and professional development and growth, and be a clear and concise summary of the merits (or lack thereof) reflected in the submitted materials. The candidate may submit a rebuttal within two business days of receiving the letter. The rebuttal will be added to the faculty member’s portfolio for review by the Dean, Promotion and Tenure Committee, PVPAA, and President.

9. The Dean will review the portfolio and prepare a written recommendation for or against promotion which is added to the faculty member’s portfolio. A copy of this recommendation is also sent to the faculty member at the same time it is added to the portfolio. This recommendation must address teaching, service, scholarly activity and professional development and growth, and be a clear and concise summary of the merits (or lack thereof) reflected in the submitted materials. The candidate may submit a rebuttal within two business days of receiving the letter. The rebuttal will be added to the faculty member’s portfolio for review by the Dean, Promotion and Tenure Committee, PVPAA, and President.

10. Each candidate for promotion shall be reviewed by the Promotion and Tenure Committee. This committee is elected annually according to the guidelines in Section Two Article V. After a full discussion of each candidate’s portfolio, the members of the Promotion and Tenure Committee shall vote as outlined in the guidelines in Section Two Article V and shall develop a separate recommendation for each candidate as noted in the guidelines. Recommendations for each candidate will be presented in a signed letter to the PVPAA, one letter for each candidate. The written recommendation for acceptance or rejection and all relevant materials are then forwarded to the PVPAA, who may meet with the Chair of the Promotion and Tenure Committee if deemed necessary for clarification of the Committee’s recommendations and, if the PVPAA requests, members of the Committee. A copy of the letter of the Promotion and Tenure committee will be sent to the candidate at the same time it is sent to the PVPAA. The candidate may submit a rebuttal within 2 business days of receiving the letter to the PVPAA. The rebuttal will be added to the faculty member’s portfolio for review by the PVPAA and President.

11. The PVPAA shall complete a separate evaluation of the applicant’s portfolio after reviewing the written recommendations of the Promotion and Tenure Committee and the written recommendations of the Chair and/or School Dean. The PVPAA shall prepare
and forward a written recommendation to the President with all supporting documentation. A copy of the letter from the PVPAA will be sent to the candidate at the same time as submission to the President. The candidate may submit a rebuttal within two business days of receiving the letter to PVPAA. The rebuttal will be added to the faculty member’s portfolio for review by the President.

12. The President shall evaluate the candidate’s contributions to the College. This evaluation shall be based on an individual review of the applicant’s portfolio, the recommendation of the Promotion and Tenure Committee, and the written recommendations of the PVPAA and the appropriate dean. The President, who has final authority to approve or decline the promotion, shall inform all candidates in writing of his or her decision regarding their application as well as inform the Board of Regents.

13. A copy of the President’s action will be placed in the faculty member’s personnel file. Promotion becomes effective at the start of the next fiscal or academic year contract.

D. Appeal Procedure for Promotions
There is no appeal of the President’s final decision on promotion.

E. Award of Promotion

The institutional timeline for the review of faculty for promotion must be completed by early February of a given academic year in order to meet the data entry deadline for the annual report to the Board of Regents.

If recommended for promotion, the new rank will go into effect at the beginning of their next contract period. Recommendations for promotion are not normally considered for individuals who are currently on leaves of absence.

Individuals promoted to the rank of Senior Lecturer shall receive a $2,000 increase in salary, in addition to any approved merit raise approved for that year. Individuals promoted to the rank of Associate Professor shall receive a $3,000 increase in salary, in addition to any approved merit raise for that year. Individuals promoted to the rank of Professor shall receive a $4,000 increase in salary, in addition to any approved merit or tenure raise for that year. All salary considerations are subject to the availability of funds. All merit raises are based on the previous year’s base salary.

Under special circumstances, faculty who are performing significantly above the expectations for their current rank may be considered for “early” promotion. At state universities and state colleges, “early” promotion may only be considered according to the following time table:

• For early promotion from Lecturer to Senior Lecturer, faculty must have served a minimum of three years as a Lecturer
• For early promotion from Instructor to Assistant Professor, faculty must have served a minimum of three years as an Instructor
• For early promotion from Assistant Professor to Associate Professor, faculty must have served a minimum of four years as an Assistant Professor
• For early promotion from Associate Professor to Full Professor, faculty must have served a minimum of four years as an Associate Professor
• At research and comprehensive universities, faculty may be considered for “early” promotion with less than the required minimum years of service in rank listed above. However, these cases require strong justification and approval by the president.

IV. TENURE AND CRITERIA FOR TENURE

Tenure encompasses both rights and duties. To the professor, tenure guarantees academic freedom by and as defined by the awarding institution and protects a professor from arbitrary dismissal. To the institution, tenure is a pledge of professional academic performance by the tenured professor and thus protects the institution from unprofessional academic performance. Therefore, tenure is of benefit to the professor and to the institution in carrying out their obligations to students and to society.

Note that faculty applying for tenure should follow the tenure procedures listed in the current faculty handbook and the tenure criteria listed in the handbook during their pre-tenure review year.

A. Criteria Relating to Tenure

In order to be considered for tenure, a candidate must hold the earned doctorate or appropriate terminal degree from a regionally accredited institution of higher learning in or related to the candidate’s respective field, with exceptions made only if the lack of degree is balanced by some clearly demonstrable special distinctions.

Tenure resides at the institutional level. Institutional responsibility for employment of a tenured individual is to provide continued employment on a 100 percent workload basis for two out of every three consecutive academic terms until retirement, dismissal for cause, or release because of financial exigency or program modification as determined by the Board of Regents.

Only full-time faculty employed at the rank of assistant professor or higher are eligible for tenure. Those with honorific appointments, such as adjunct faculty, are not eligible for tenure. The term “full-time” is used to denote service on a 100% work load basis for at least two out of three consecutive academic terms. A faculty member must have completed a satisfactory probationary period of at least five years of full-time service at the rank of assistant professor or higher, making them eligible for application of tenure in their sixth year (BOR Minutes, August 2007). The five-year period must be continuous, except in cases where a leave of absence or part-time service, in either case not to exceed two years, may be permitted provided however, that an award of credit for the probationary period of an interruption shall be at the discretion of a President. In all cases in which a leave of absence, approved by the President, is based on birth or adoption of a child, or serious disability or prolonged illness of the employee or immediate family member, the five-year probationary period may be suspended during the leave of absence.

In exceptional cases, the President may approve an outstanding distinguished senior faculty member for the award of tenure upon the faculty member’s initial appointment; such action is otherwise referred to as tenure upon appointment. Such appointments shall be granted only in cases in which the faculty member, at a minimum, is appointed as an associate or full professor, was already tenured at a prior institution, and brings a demonstrably national reputation to the institution. If the person is being appointed to an administrative position and has not previously
held tenure, the award of tenure must be approved by the Chancellor (BOR Minutes, August 2007).

A candidate for tenure must meet not only the designated minimum period of service, but also what is, at that time, the long-range needs of the College and must show a history of evaluations that merits the award of tenure. A history of weak evaluations may lead to the denial of tenure – even in the candidate’s final year of eligibility. Retention throughout a probationary period of service is by itself insufficient to guarantee the success of a candidacy for tenure.

Tenure or probationary credit towards tenure is lost upon resignation from the College of Coastal Georgia, or written resignation from a tenured position in order to take a non-tenured position; or written resignation from a position for which probationary credit towards tenure is given in order to take a position for which no probationary credit is given. In the event such an individual is again employed as a candidate for tenure, probationary credit for the prior service may be awarded in the same manner as for service at another institution.

In addition to the criteria of time served as described above, Board of Regents Policy 8.3.7.2 states the minimum criteria are:

- Excellent teaching and effectiveness in instruction
- Noteworthy professional service to the institution and/or the community
- Noteworthy research, scholarship, creative activity, or academic achievement, as appropriate to the mission of the College and to the discipline
- Continuous professional growth and development

Noteworthy achievement is not required in all four of the above areas but should be demonstrated in at least two.

B. Tenure Calendar

Unless probationary credit towards tenure and/or promotion are granted, a faculty member will apply for tenure at the same time he/she applies for promotion to Associate Professor in his/her sixth year. Probationary credit will shorten this period, but note that credit towards tenure and credit towards promotion are not necessarily the same. Upon hire, a faculty member may be granted credit towards both tenure and promotion, credit towards tenure but not promotion, or credit towards promotion but not tenure. A maximum of three years’ credit towards the five-year probationary period may be allowed for service at other regionally accredited institutions of higher learning in tenure-track positions. Credit for such prior service shall be recommended by the Provost/Vice President of Academic Affairs and approved in writing by the President at the time of the initial appointment at the rank of Assistant Professor or higher.

All tenure-track faculty go through a pre-tenure review process at approximately the midpoint between when they were hired and when they are eligible to apply for tenure. For a faculty member with no probationary credit towards tenure, the pre-tenure review process would occur in the spring semester of the academic year in which the tenure-track faculty member is completing three years of service. A timeline is provided below showing when a terminally-degreed faculty member would typically apply for pre-tenure, tenure, and/or promotion to Associate Professor based on the amount of probationary credit granted.
### Standard Timeline

<table>
<thead>
<tr>
<th>probationary credit</th>
<th>Pre-Tenure</th>
<th>Tenure</th>
<th>Promotion to Associate Professor</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 year</td>
<td>3rd year</td>
<td>6th year</td>
<td>6th year</td>
</tr>
<tr>
<td>2 years</td>
<td>2nd year</td>
<td>5th year</td>
<td>5th year</td>
</tr>
<tr>
<td>3 years</td>
<td>1st year</td>
<td>4th year</td>
<td>4th year</td>
</tr>
<tr>
<td></td>
<td>1st year</td>
<td>3rd year</td>
<td>3rd year</td>
</tr>
</tbody>
</table>

Note: probationary credit toward Tenure impacts the pre-tenure and tenure dates while probationary credit toward Promotion only impacts the promotion dates.

Except for an approved suspension of the probationary period due to a leave of absence or part-time service, the maximum amount of time that may be served at the rank of Assistant Professor or above without the award of tenure shall be seven years, provided, however, that a terminal contract for an eighth year may be proffered if a recommendation for tenure is not approved by the President. The maximum amount of time that may be served in combination of full-time instructional appointments (lecturer or professorial ranks) without the award of tenure shall be 10 years, provided, however, that a terminal contract for the 11th year may be proffered if a recommendation for tenure is not approved by the president (BOR Minutes, 1992-93, p. 188; April 2000, pp. 31-32; August 2007).

### C. Pre-Tenure Review

Pre-tenure review applies only to faculty members on tenure track. In conducting his/her role in the pre-tenure review, the Department Chair, or if not applicable, the School Dean will take into account the following factors:

1. the percentage of faculty members in the school/department who are currently tenured;
2. the enrollment trends in the discipline of the faculty member;
3. the faculty member’s annual evaluations; and
4. the materials submitted by the faculty member.

In the pre-tenure portfolio, a faculty member must provide:

1. a cover letter, including a brief summary of your pre-tenure portfolio
2. a current curriculum vita
3. summaries of all multiple-choice ratings and copies of all open-ended responses from student end-of-course evaluations since employment at CCGA
4. copies of all annual evaluations, including classroom observations, during the course of his/her tenure track position, and
5. a development plan, including a brief narrative for each category required for tenure and outlining the faculty member’s expectations for activities to be undertaken prior to the application for tenure.

Faculty are strongly encouraged to submit their entire application electronically, and are required to submit electronically the cover letter, CV, and development plan. Beginning in 2020 – 2021, faculty will be required to submit the entire pre-tenure portfolio electronically.

The Pre-Tenure Development Plan should be forward looking to the time of the tenure application and shall include, but is not limited to, evidence of:

1. Excellent teaching, such as:
   a. innovations in teaching strategies;
b. use of ancillary classroom resources;
c. increasing sophistication/depth in use of appropriate instructional materials;
   and/or
d. increasing use of sophisticated and diverse methods of providing students with
   instructional feedback.

2. Professional service to the institution and/or community, such as:
   a. completion of committee assignments;
   b. ancillary activities (e.g., recruitment, student organizations); and/or
   c. professional contributions to local and regional community.

3. Research, scholarship as defined by Boyer, creative activity or academic achievement,
   such as:
   a. participation in creative and/or scholarly activities, including applied research;
   b. presentations or publications in one’s discipline; and/or
   c. consultation in one’s discipline.

4. Professional growth and development, such as:
   a. successful educational and/or professional licensure activities;
   b. advancement and/or maintenance of professional certifications;
   c. attendance at professional seminars, workshops or meetings; and/or
   d. reflect on ongoing growth and development as a faculty member.

The Pre-Tenure Development Plan shall include a clearly delineated set of achievable goals for
   teaching, service, scholarship, and professional development. The plan should serve as the set of
   expectations that the faculty member sets for his or herself with input from the departmental
   Faculty Development and Review Committee and Department Chair, or if not applicable the
   School Dean.

The department-level Faculty Development and Review Committee will review the faculty
   member’s pre-tenure portfolio and prepare a written letter to the faculty member providing
   constructive feedback addressing progress towards tenure and the pre-tenure development plan.
   The Committee’s letter should be submitted to the faculty member, their Department Chair, and
   their School Dean.

The Department Chair, or if not applicable the School Dean, will review the faculty member’s
   pre-tenure portfolio and then hold a conference with the faculty member to discuss their pre-
   tenure development plan. The Department Chair or School Dean is expected to provide a written
   letter providing clear guidance to the faculty member concerning the likelihood of tenure. The
   Department Chair or School Dean will combine his/her own ideas with ideas from the faculty
   member’s development plan to develop the steps that may be taken in order to maximize the
   likelihood of tenure. If the Chair held the conference, then the School Dean will review the Pre-
   Tenure Portfolio, including the Chair’s written letter and any adjustments to the development
   plan made post-review, and provide appropriate feedback.

The Dean should submit the faculty member’s pre-tenure portfolio, including the letters from the
   Faculty Development and Review Committee, Department Chair, and Dean, as well as the final
   Pre-Tenure Development Plan signed by the Chair, Dean, and Faculty Member, to the Office of
Academic Affairs with a copy to the faculty member to be kept on file in the faculty member’s permanent record.

It should be noted that a successful pre-tenure review in no way guarantees the future award of tenure or promotion in rank.

### Calendar Deadlines for Pre-Tenure Process

<table>
<thead>
<tr>
<th>Annual Deadline</th>
<th>Action Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Last Day of the Spring Term of the Preceding Academic Year</td>
<td>Faculty members required to complete Pre-Tenure Review, as well as their respective deans/chairs, are notified</td>
</tr>
<tr>
<td>By August 30th</td>
<td>Mandatory information session for faculty members completing Pre-Tenure Review</td>
</tr>
<tr>
<td>By 2nd Monday in September</td>
<td>New faculty members required to complete Pre-Tenure Review, as well as their respective deans/chairs, are notified</td>
</tr>
<tr>
<td>By 2nd working Tuesday in January</td>
<td>Faculty members to complete required self-evaluation and Pre-Tenure portfolio and submit to the Chair (or Dean) and department-level Faculty Development and Review Committee.</td>
</tr>
<tr>
<td>Final Tuesday in January</td>
<td>Department-level Faculty Development and Review Committee to complete Pre-Tenure Review evaluation and submit letter to the faculty member, Department Chair, and School Dean</td>
</tr>
<tr>
<td>2nd Monday in February</td>
<td>Chair (or Dean) to complete Pre-Tenure Review evaluation and write responses to faculty development plan</td>
</tr>
<tr>
<td>By 4th Monday in February</td>
<td>Chair will hold conference with faculty member, review and finalize Pre-Tenure portfolio for submission to Dean (when applicable)</td>
</tr>
<tr>
<td>By 1st Monday in March</td>
<td>If there is a chair: Pre-Tenure portfolio submitted to Dean for review</td>
</tr>
<tr>
<td></td>
<td>If there is not a chair: Dean will hold conference with faculty member, review and finalize Pre-Tenure portfolio</td>
</tr>
<tr>
<td>By 3rd Monday in March</td>
<td>Pre-Tenure portfolio submitted to the Office of Academic Affairs</td>
</tr>
</tbody>
</table>

### D. Procedure for Applying for Tenure

[The process for tenure candidacy is identical to that for promotion. (Refer to Article III. C of this Section)]

1. In support of the applicant’s petition for tenure, a Tenure Portfolio must be completed by the applicant and include:
   a. A cover letter applying for tenure that addresses the development plan initiated in the pre-tenure review and provides an overall summary of successes, accomplishments, and contributions since employment at the College of Coastal Georgia;
   b. A current curriculum vita;
c. Four separate narratives providing a self-evaluation related to each of the following areas:
   1. Excellent teaching and effectiveness in instruction,
   2. Noteworthy professional service to the institution, and/or the community,
   3. Noteworthy research, scholarship, creative activity, or academic achievement, as appropriate to the mission of the College and to the discipline, and
   4. Continuous professional growth and development.
   These narratives must include self-reflection as to how the faculty member’s work has contributed to the fulfillment of his/her responsibilities, including a discussion of their pre-tenure development plan.

d. Summaries of all multiple-choice ratings and copies of all open-ended responses from student end-of-course evaluations since employment at CCGA.

e. Copies of all annual evaluations, including classroom observations, by supervisors during the course of his/her tenure track position

f. Additional materials which are relevant to the tenure review, including evidence supporting the narratives outlined in c.

g. A copy of the faculty member’s final approved Pre-Tenure Development Plan.

2. The above supportive documents must be clearly relevant to the criteria for teaching, service and professional growth/development and scholarship. The candidate submits a Tenure portfolio, by the date indicated on the official notification from the PVPAA, to the Office of Academic Affairs where it is logged in and all reviewers have access to it. Faculty are strongly encouraged to submit their entire application electronically, and are required to submit electronically all written narratives about teaching, service, scholarship, and professional development. Beginning in 2020 – 2021, faculty will be required to submit the entire tenure application electronically.

3. Failure to comply with the submission deadline(s) or to provide a portfolio that includes all required sections are grounds for the application to be rejected by the PVPAA. After the deadline, the faculty member will not be permitted to review their portfolio or add any additional supporting evidence. It is recommended that faculty consult with a Faculty Development and Review Committee member or other colleague before the deadline to ensure all components of the portfolio are present.

4. The Departmental Faculty Development and Review Committee (See guidelines in Section Two Article V) will review the portfolio and prepare a written recommendation to the faculty member’s supervisor which is included in the tenure portfolio reviewed by the Promotion and Tenure Committee. The Faculty Development and Review Committee’s letter should be submitted to the Faculty Member, Department Chair, Dean, and Office of Academic Affairs. The candidate may submit a rebuttal within two business days of receiving the letter. The rebuttal will be added to the faculty member’s portfolio for review by the Department Chair, Dean, Promotion and Tenure Committee, PVPAA, and President. These letters should reflect the candidate’s annual evaluations and the tenure portfolio as a whole.

5. The School Dean, and Department Chair if applicable, will review the portfolio and prepare a written recommendation to the PVPAA which is included in the tenure portfolio reviewed by the Promotion and Tenure Committee. The Department Chair’s
letter should be submitted to the Faculty Member, Dean, and Office of Academic Affairs. The Dean’s letter should be submitted to the Faculty Member and Office of Academic Affairs. The candidate may submit a rebuttal within two business days of receiving the letter. The rebuttal will be added to the faculty member’s portfolio for review by the Promotion and Tenure Committee, PVPAA, and President. These letters should reflect the candidate’s annual evaluations and the tenure portfolio as a whole.

6. Each candidate for tenure shall be reviewed by the Promotion and Tenure Committee (See guidelines in Section Two Article V). This committee is elected annually by the representative faculty. After a full discussion of each candidate’s portfolio, the members of the Promotion and Tenure Committee shall vote by secret ballot to recommend the acceptance or rejection of the application for tenure. A separate written recommendation for each candidate is sent to the PVPAA for his/her review and recommendation. A copy of the letter from the Promotion and Tenure committee will be sent to the candidate at the same time as submission to the PVPAA. The candidate may submit a rebuttal within two business days of receiving the letter. The rebuttal will be added to the faculty member’s portfolio for review by the PVPAA and President.

7. The PVPAA shall complete evaluation of the applicant’s portfolio separate from the written recommendation of the Promotion and Tenure Committee and the written recommendation of the School Dean. The PVPAA shall prepare and forward a written recommendation to the President with all supporting documentation. A copy of the recommendation from the PVPAA will be sent to the candidate at the same time. The candidate may submit a rebuttal within two business days of receiving the letter. The rebuttal will be added to the faculty member’s portfolio for review by the President.

8. The President has the final authority to approve or decline the award of tenure and so inform the Board of Regents. The President will notify the faculty member of the final action taken on the application for tenure. A copy of this action will be placed in the faculty member’s personnel file. Tenure begins at the start of the following fiscal or academic year contract.

9. Individuals granted tenure shall receive a $1,000 increase in salary, in addition to any approved merit and promotion raises for that year.

E. Appeal Procedure for Denial of Tenure
There is no appeal from the President’s final decision on tenure (BoR Minutes, August 2007).

F. Post-Tenure Review
The same criteria which are used for evaluation, pre-tenure and tenure reviews will be utilized in the post-tenure review. The emphasis for post-tenure review will not be identical for each faculty member, but will reflect the evolving emphasis for the faculty member’s career that has been detailed and agreed to in annual evaluation conferences.

All tenured faculty members, excluding administrators where a majority of their duties are administrative, will be reviewed under the stated procedures five years after the most recent promotion or personnel action and every fifth year thereafter. For administrators where a majority of their duties are administrative, they would not be subject to post-tenure review until during the fifth year after they return to full-time instructional faculty (BoR Policy 8.3.5.4).
The typical timeline for a faculty member’s first post-tenure review is as follows:

<table>
<thead>
<tr>
<th>Apply for:</th>
<th>Pre-Tenure</th>
<th>Tenure</th>
<th>Promotion to Associate Professor</th>
<th>Promotion to Full Professor</th>
<th>1st Post-Tenure Review</th>
</tr>
</thead>
<tbody>
<tr>
<td>Standard Timeline</td>
<td>3rd year</td>
<td>6th year</td>
<td>6th year</td>
<td>11th year</td>
<td>16th year</td>
</tr>
<tr>
<td>1 year probationary credit</td>
<td>2nd year</td>
<td>5th year</td>
<td>5th year</td>
<td>10th year</td>
<td>15th year</td>
</tr>
<tr>
<td>2 years probationary credit</td>
<td>1st year</td>
<td>4th year</td>
<td>4th year</td>
<td>9th year</td>
<td>14th year</td>
</tr>
<tr>
<td>3 years probationary credit</td>
<td>1st year</td>
<td>3rd year</td>
<td>3rd year</td>
<td>8th year</td>
<td>13th year</td>
</tr>
</tbody>
</table>

The yearly schedule of post-tenure activities is normally as follows with the submission and review deadlines in any given year being clearly established and shared by the PVPAA:

### Calendar Deadlines for Post-Tenure Process

<table>
<thead>
<tr>
<th>Annual Deadline</th>
<th>Action Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Last Day of the Spring Term of the Preceding Academic Year</td>
<td>Faculty members required to complete post tenure review are notified, as well as Deans and Chairs</td>
</tr>
<tr>
<td>Week before fall classes begin</td>
<td>Representatives for the Promotion &amp; Tenure Committee to be elected by the respective Department/School and names forwarded to the PVPAA &amp; President</td>
</tr>
<tr>
<td>4th Friday in August</td>
<td>Promotion &amp; Tenure Committee approved and notified in writing of their selection by the President</td>
</tr>
<tr>
<td>By the 2nd Friday in October</td>
<td>Information session for faculty members completing post tenure</td>
</tr>
<tr>
<td>2nd Monday in February</td>
<td>Post tenure portfolio is submitted by faculty member to the Office of Academic Affairs</td>
</tr>
<tr>
<td>4th Monday in February</td>
<td>Department-level Faculty Development and Review Committee completes Post-Tenure Review evaluation and submits written recommendations to the Promotion and Tenure Committee</td>
</tr>
<tr>
<td>2nd Monday in March</td>
<td>Reviews by the Promotion and Tenure Committee are compiled, forwarded to the School Dean/Department Chair to add comments and development items, if applicable by the PVPAA</td>
</tr>
<tr>
<td>4th Monday in March</td>
<td>The Dean/Chair completes review of P&amp;T reports, adds comments and/or development plan items, if applicable</td>
</tr>
<tr>
<td>2nd Monday in April</td>
<td>Faculty member and Department Chair/Dean will meet to review the report and possible recommendations</td>
</tr>
<tr>
<td>4th Monday in April</td>
<td>Final Dean/Chair summary, including development plan, submitted to the faculty member and the PVPAA</td>
</tr>
<tr>
<td>2nd Monday in May</td>
<td>PVPAA will provide a letter to the faculty member addressing the ratings and recommendations from the Promotion and Tenure Committee and Dean/Chair.</td>
</tr>
</tbody>
</table>

By the scheduled deadline, each tenured faculty member so identified will submit a Post-Tenure Portfolio to the Office of Academic Affairs that includes:
• A cover letter, including a brief summary of your post-tenure portfolio
• A current curriculum vita;
• Letters from the Department Faculty Development and Review Committee and the faculty member’s Department Chair and School Dean;
• The decision letter from the previous review (tenure or post-tenure);
• Summaries of the major accomplishments in teaching, service, professional development, and scholarship since tenure was awarded or the last post-tenure review, not including any time spent in an administrative (non-instructional) position. If applicable, these summaries should include how previous goals were met;
• Summaries of all multiple choice ratings and copies of all open-ended responses from student end-of-course evaluations since tenure was awarded or the last post-tenure review, not including any time spent in an administrative (non-instructional) position;
• Copies of all annual evaluations, including classroom observations, since tenure was awarded or the last post-tenure review, not including any time spent in an administrative (non-instructional) position;
• A faculty development plan to cover the next five years of projected activities in support of the College’s mission; and
• Additional supporting documentation should only be submitted upon request from the FDRC, Chair, Dean, or Promotion & Tenure Committee.

Faculty are strongly encouraged to submit their entire application electronically, and are required to submit electronically the cover letter, CV, summaries of major accomplishments, and development plan. Beginning in 2020 – 2021, faculty will be required to submit the entire post-tenure portfolio electronically.

It is recommended that applicants submit their portfolio five calendar days prior to the established application deadline for review by the PVPAA or designee to ensure that all required components are included (this will not be an assessment of quality in any way). If a required component is lacking, the faculty member will be notified so that they may submit the required material by the established application deadline. Faculty who fail to comply with the submission deadline(s) (either by not submitting a portfolio or by submitting an incomplete portfolio) will be notified in writing by the PVPAA that they will receive at best an “improvement needed” rating and, if they fail to submit the needed documents within five calendar days, they will receive an “unsatisfactory” rating.

The department-level Faculty Development and Review Committee will review post-tenure portfolios and prepare a written recommendation evaluating the strengths and weaknesses of the faculty member’s submitted materials and providing constructive feedback addressing opportunities for continued professional development. The Committee’s letter should be submitted to the faculty member, their Department Chair, their School Dean, the Office of Academic Affairs, and the College Promotion and Tenure Committee.

After reviewing all documents, the Chair of the P&T Committee, in consultation with all members of the committee, will prepare a report which contains a narrative section evaluating the strengths and weaknesses of the faculty member’s submitted materials. The evaluation will comment on the adequacy of the faculty member’s development plan and may, if necessary, suggest additions to it. A copy of the report will be sent directly to the faculty member, and another copy sent to the School Dean and, if applicable, the Department Chair for comments and/or inclusion of items for the development plan (which may be either optional or required as outlined below). The Department Chair, or if not applicable the School Dean, will then arrange a
meeting with the faculty member to discuss the outcome of the post-tenure review report. After meeting with the faculty member, the Chair or Dean should send a copy of the report, with recommendations if applicable, to the PVPAA. Based on the rating and recommendations, meetings with the PVPAA may be required. The report submitted by the Committee must conclude with one of the following results:

- **Satisfactory**—The faculty member is performing effectively as a teacher and is making satisfactory contributions appropriate to a senior tenured faculty member.

- **Satisfactory with recommendations**—The faculty member is performing satisfactorily in teaching and other areas, but the committee believes that a raising of the performance level in one or more areas will avoid future problems. Such recommendations may or may not reflect doubtful performance, since changes in the institution’s mission or program mix may, independently of the faculty member’s performance, result in such recommendations.

- **Improvement needed**—This review outcome is to be used for the purpose of establishing a development plan for a faculty member who is performing in a marginal way in teaching and/or other areas of responsibility.

- **Unsatisfactory**—A faculty member will receive an unsatisfactory rating in any review where teaching performance is deemed to be unsatisfactory. As described above, this result may also follow a previous “improvement needed” result and subsequent failure to make adequate progress toward the items agreed to in the development plan.

If a faculty member is found to be satisfactory (with or without recommendation), the School Dean/Department Chair may wish to commend the faculty member and suggest specific development activities that he or she feels might further strengthen the case. When there are recommendations (by the Promotion and Tenure Committee or by the Dean/Department Chair), the School Dean, Department Chair (if applicable) and the faculty member must agree on a faculty development plan. Recommendations for redirection of a faculty member’s effort to adjust to changes in the institution’s program mix or change in mission will be made in writing, and a specific development plan will be prepared to assist the faculty member in making necessary changes. To monitor the development plan, such faculty (rated “satisfactory with recommendations”) must additionally include a narrative in their annual evaluation process detailing their progress toward the development plan.

A faculty member who is rated as “improvement needed” or “unsatisfactory” must meet with the Department Chair, School Dean, and PVPAA to negotiate a development plan as outlined in Section 4.6 of the USG Academic Affairs Handbook:

> When deficiencies are identified, the faculty member’s supervisor(s) and faculty member will work together to develop a formal plan for faculty development that includes clearly defined and specific goals or outcomes, an outline of activities to be undertaken, a timetable, and an agreed-upon monitoring strategy. If, after three years, the faculty member has not been successful with remedying the identified deficiencies, he or she may be subject to dismissal for cause (regular, independent dismissal processes will apply).
To monitor the development plan, such faculty (rated “improvement needed” or “unsatisfactory”) must additionally include a narrative in their annual evaluation process detailing their progress toward the development plan. The Department Chair, Dean, and PVPAA will then discuss whether sufficient improvement has been made.

Lack of sufficient improvement will result in no pay increases in all future contracts until the satisfactory rating is achieved. Other intervention strategies, with the written approval of the President of the College, may be employed for unsatisfactory performance. Such strategies will become increasingly intense the longer the unsatisfactory rating continues. As Board of Regents’ policies apply, dismissal proceedings may be instituted (see BOR Policy 8.3.9).

G. Appeal Procedures for Post-Tenure Review
If a faculty member disagrees with either the conclusions of the post-tenure report or the development plan offered by the School Dean, he or she may appeal in writing to the PVPAA. This appeal must be submitted within ten business days of the faculty member’s meeting with the Dean or Chair. Any decision on the appeal made by the PVPAA may be appealed further by the faculty member to the President of the College within ten business days of receipt of the decision.

V. PROMOTION & TENURE COMMITTEE GUIDELINES

A. Departmental Faculty Development and Review Committees
Each academic unit (i.e., a department or, in the case a school does not have departments, a school) will create a departmental Faculty Development and Review Committee with the following mission, duties, and membership.

MISSION: The department-level Faculty Development and Review Committee (FDRC) provides mentoring, guidance, and peer review to promote faculty development and success throughout the faculty life cycle, including but not limited to the pre-tenure, promotion and tenure, and post-tenure review processes.

DUTIES: The committee shall
• Review pre-tenure portfolios and prepare a written letter to the faculty member providing constructive feedback addressing progress towards tenure and the pre-tenure development plan. The Committee’s letter should be submitted to the faculty member, their Department Chair, and their School Dean.
• Review promotion and/or tenure portfolios, vote by secret ballot on whether the applicant meets each of the established criteria for promotion and/or tenure (i.e., separate votes for teaching, service, professional growth and development, and for tenure-track faculty, scholarship; see voting restrictions under Membership), and prepare a written recommendation for or against promotion and/or tenure, which is added to the faculty member’s portfolio. The written recommendation should reflect dissenting views when a consensus is not reached. The FDRC’s letter should be submitted to the faculty member, their Department Chair, their School Dean, and the College Promotion and Tenure (P&T) Committee. The candidate may submit a rebuttal within two business days of receiving the letter. The rebuttal will be added to the faculty member’s portfolio for review by the College P&T Committee, PVPAA, and President.
• Review post-tenure portfolios and prepare a written recommendation evaluating the strengths and weaknesses of the faculty member’s submitted materials and providing constructive feedback addressing opportunities for continued professional development. The Committee’s letter should be submitted to the faculty member, their Department Chair, their School Dean, and the College P&T Committee.
• Provide additional mentoring and guidance to promote faculty development and success. Examples include assigning a peer mentor to guide each new faculty member through the full promotion and tenure process, informally reviewing preliminary portfolio materials, etc. The FDRC is also encouraged to contribute to the development of a Departmental Application of Criteria document that guides expectations for faculty activities in teaching, service, professional growth and development, and if applicable, scholarship, consistent with the College-wide performance criteria specified in the Faculty Handbook.

MEMBERSHIP: Each department (or school if it does not have departments) shall have a Faculty Development and Review Committee (FDRC) composed of at least three faculty members. The FDRC will be elected at the beginning of each academic year by all regular full-time faculty members of the department. The Department Chair will conduct the election but cannot serve on the FDRC. The faculty of each department may adopt more restrictive membership rules (e.g., limiting eligibility based on tenure status or faculty rank, capping the maximum number of committee members, etc.), to be approved by their Department Chair and School Dean. Membership rules may be updated by the faculty annually. In the event that there are fewer than three faculty members in the department who are eligible to serve on the FDRC, then the Department Chair, in consultation with their School Dean, shall identify other faculty from outside the department to serve on the FDRC in order to bring its membership to a minimum of three. As long as the department contains at least three tenured faculty members who are eligible to serve on the FDRC, then only tenured faculty members can vote on the FDRC; in this scenario, if the department elects to include non-tenured faculty on its FDRC, then the non-tenured members of the FDRC may contribute to the discussion, but cannot vote. However, in the event that there are fewer than three tenured faculty members in the department who are eligible to serve on the FDRC, then the department may elect to allow votes to be cast by FDRC members who are either non-tenured or from outside departments, or the FDRC may submit a written recommendation without voting. If a faculty member serves concurrently on both a department-level FDRC and the College Promotion and Tenure (P&T) Committee, they may provide feedback as a member of the FDRC, but during their term of service on the College P&T Committee they may only vote once as a member of the College P&T Committee. Each FDRC shall elect a Chair who will be responsible for coordinating reviews and submitting official recommendations to the designated parties.

B. Promotion & Tenure Committee

1. Responsibilities of the Promotion and Tenure Committee regarding Promotion and/or Tenure Applications

a. The purpose of the Promotion and Tenure Committee is to recommend disposition of faculty applications for promotion to Associate Professor and Professor, and/or for tenure. Each member of the committee is expected to vote according to his/her unbiased judgment and in light of the criteria listed in the Faculty Handbook and consistent with the policies of the Board of Regents. The committee as a whole is
expected to give each candidate adequate consideration of the material submitted by the faculty member and to make its recommendation with fairness, honesty, and justice as guiding principles.

b. The committee serves the best interests of the College of Coastal Georgia by making its recommendations about the merit and the quality of the faculty member’s application for promotion and/or tenure. This may take the following forms:

(1) the committee recommends that the candidate’s application be approved;

(2) it recommends that a candidate’s application not be approved;

(3) or, in regard to applications for promotion only, it may make a recommendation to not approve at this time, and identify specific areas of development for the candidate to attend to prior to a future application.

Recommendations are to be based on the criteria for promotion and/or tenure described in the Faculty Handbook.

All votes by the committee should include the rationale for the vote. The chair of the committee is a voting member of the committee.

c. The Committee makes a recommendation on the professional merits of a particular candidate’s application material.

d. Once the candidate submits his/her portfolio of all material, no additional material should be submitted or considered without prior approval of the Vice President for Academic Affairs.

e. The Committee must maintain confidentiality concerning all of its deliberations, except as required under law. Members of the Committee who must recuse themselves due to an apparent conflict of interest should not be involved in the review of the candidate under consideration and not informed about the deliberations of the candidate under consideration. Confidentiality does not mean that the Committee must operate in an atmosphere of isolation. The Committee may, for example, confer with the Provost/Vice President for Academic Affairs about technical questions concerning the application process. Also, the Provost/Vice President for Academic Affairs may confer with the committee for clarification of its recommendations.

f. By the end of each academic year, all formal committee material must be turned over to the Office of Academic Affairs for appropriate storage.

g. The Promotion and Tenure Committee is elected by full-time tenured and tenure-track faculty as described below.

2. Membership and eligibility

a. There shall be one qualified member from each department (or school when there are no departments) on the Promotion and Tenure Committee.
b. Only members of the Full-Time Faculty with tenure and with the rank of Associate Professor or Professor may serve on the Promotion and Tenure Committee. Assistant Vice Presidents and Deans are not eligible for service on this committee. If a Department Chair is elected to the committee, they must recuse themselves from any discussions/votes on members of their department.

c. Associate Professors may not run for election to the Promotion and Tenure Committee and may not be Alternates or Substitutes during the academic year when they are applying for promotion. If they are already on the Promotion and Tenure Committee when they apply for promotion, they are automatically removed from the committee and replaced by a substitute. (See below for the definition of Alternate and Substitute.)

d. No two faculty members assigned to the same area, (see 3 b, below) may serve simultaneously on this committee.

e. The integrity of the role suggests that any committee member unable to render an impartial judgment for any of the candidates for any reason should voluntarily remove him/herself from that judgment process and associated discussion and ask to be replaced by an alternate. The Promotion and Tenure Committee, with the simple majority vote of its members, excluding the person being considered for removal, may recommend to the PVPAA that a committee member be removed prior to or during the review of any candidate if information is received that suggests the member is unable to render an impartial judgment. The decision to remove a member rests with the PVPAA. If such a removal occurs, the member will be replaced by an alternate. The removal of a member of the committee that is considered to be unable to render an impartial judgment is only during all deliberations for the specific candidate(s) involved.

3. Election and terms

a. As part of their service to the College and to their colleagues, eligible tenured Professors and tenured Associate Professors are encouraged to make themselves available for election to the Promotion and Tenure Committee and also to make themselves available as alternates and substitutes, whenever possible.

b. Elections to the Promotion and Tenure Committee shall be held in the following areas of study with one qualified member elected from each area:

- Arts and Humanities
- Social Sciences
- Math
- Natural Sciences
- Business and Public Management
- Education and Teacher Preparation
- Nursing and Health Sciences
c. As the College continues to grow, these areas may change (with approval of the PVPAA) depending on the structure of the academic areas of the College or the various schools. Each area will hold an election for one representative from its area. The elections should be by secret ballot. Only tenured or tenure-track faculty of the specific area are eligible to vote. Only tenured Associate Professors and tenured Professors are eligible to serve. Tenure and rank at Associate Professor or Professor remains as a requirement.

d. The term of membership shall be two years. A term shall begin on September 1 and shall end on August 31. Terms may not be consecutive. A member who has served a two-year term must wait at least two years before running for another election to this Committee. A Committee member who has completed a term, however, may serve as an alternate following the completion of a term.

e. The elections to the Promotion and Tenure Committee will be held in August of each year during the faculty orientation week.

f. A simple majority is needed for election to the Promotion and Tenure Committee. If an election to a vacancy does not result in a simple majority, runoff elections will take place until a simple majority is possible.

g. The substitutes for the Promotion and Tenure Committee are taken from the pool of eligible candidates within the area requiring a substitute and usually will be the faculty member who received the second highest vote of the area in the previous election.

4. Alternates and substitutes

a. An alternate replaces a member of the Promotion and Tenure Committee who due to an apparent conflict of interest does not deliberate on a particular candidate. The alternate’s term lasts only as long as the deliberations on that candidate. The Promotion and Tenure Committee is responsible for the appointment of the necessary alternates. The Chair, after consultation and agreement from the Promotion and Tenure Committee, seeks an alternate from former members of the Committee who have served in the previous four years, beginning with the most recent former members. If one of these former members is not available, the full-time tenured and tenure-track faculty of the area of study represented shall elect an alternate.

b. A substitute replaces a member of the committee who is not available or eligible because of illness or some other reason when the committee must deliberate. The method for appointing substitutes is described in 2.g above. The substitute replaces a member until the end of the current year of service; i.e. August 31. If the current year of service is the first year of the two-year term, the member who was replaced cannot resume his/her term until the beginning of the second year. If the member who was replaced in the first year cannot serve in the second year of his/her term, the full-time tenured and tenure-track faculty of the area of study represented shall elect a substitute who will serve during the second year of the term.
c. In the event that the Committee member who was replaced by a substitute becomes available again during the first year of their term, s/he must wait until September 1 to complete the second year of the two-year term.

5. Procedures for the Promotion and Tenure Committee

a. The Provost/Vice President for Academic Affairs or designee convenes the first meeting of the Promotion and Tenure Committee in September of each year.

b. As soon as is practical (but before September 30), the incoming Committee elects its Chair and establishes its own procedures, which must be consistent with these rules. The Chair remains a voting member of the committee.

c. The Committee follows the schedule for Promotion and Tenure as presented by the Provost/Vice President for Academic Affairs.

d. The repository of the candidate’s portfolio for Tenure and/or Promotion is the Office of the Vice President for Academic Affairs. The repository for the Committee’s internal correspondence is the office of the current committee Chair and is kept locked and secured.

e. The committee, after consultation with the Provost/Vice President for Academic Affairs or Assistant Vice President for Academic Affairs, may seek clarifications concerning the application material from appropriate sources.

f. All of the Promotion and Tenure Committee’s decisions must be accompanied by the rationale and must include the vote of the Committee.

g. Discussion and voting. The Chair shall make sure that the meetings are efficiently run and that discussion is kept relevant to the topic. When discussion of a candidate’s application has reached its limit (i.e., when all germane issues have been covered, the discussion shall be considered to be at an end). The Chair shall then summarize for the committee the criteria described in the Faculty Handbook and shall relate the candidate’s material to the criteria. The Chair shall then ask for a vote on the committee’s recommendation. Voting on each candidate’s application is by secret ballot. The breakdown of the vote is recorded (i.e., how many Yes votes, and No votes).

h. Individual rationales. When the vote is taken, each member of the Committee provides an individual rationale for his/her vote on a separate piece of paper. The name of the Committee member is not placed on this sheet of paper. The individual rationales are then shared by the entire Committee.

i. Committee rationale. After consulting these individual rationales and conferring with the members of the Committee, the Chair or Committee member(s) designated by the Committee develop(s) the Committee report including the vote and the rationale. Each rationale for each application must refer to appropriate criteria.
j. Committee Reports. A designated Committee member, or members, as noted above, shall prepare a Committee Report on each candidate. (A member of the Committee who is disqualified from voting on a particular candidate does not see the report for that candidate.) Each individual report shall contain the following on its own sheet or sheets of paper:

1. the Committee’s recommendation on the request by the candidate;
2. the record of the vote;
3. the specific Committee rationale for the Committee’s recommendation.

The Committee’s report is submitted to the PVPAA with a copy to the candidate. Within two working days of receiving the report from the Committee, the candidate may submit a response to the Promotion and Tenure Committee Report directly to the PVPAA for consideration by the PVPAA. This response by the faculty member may be to clarify, rebut, or affirm any part of the Committee’s report. The sheets of paper should be confidentially retained until the final decision is made by the College President.

VI. CONTRACTS

A. Notice of Contract Non-Renewal (Non-Tenured Full Time Faculty)
Documentation of the decision to renew or non-renew the contract of a non-tenured or non-tenure track faculty member, including a Lecturer, Senior Lecturer or Instructor, shall be placed in the faculty member’s file. Such a decision is made by the Department Chair (if applicable) and School Dean in consultation with the PVPAA.

Non-tenured or non-tenure track faculty who have served full-time for the entire previous academic year have the presumption of reappointment for the subsequent academic year unless notified in writing to the contrary, as specified by the schedules below.

Tenured faculty also receive annual contracts.

For Instructors, Assistant Professors, Associate Professors or Full Professors:
1. At least (3) three months before the date of termination of an initial one-year contract;
2. At least (6) six months before the date of termination of a second one-year contract;
3. At least (9) nine months before the date of termination of a contract after two or more years of service in the institution.

For Lecturers or Senior Lecturers:
1. For lecturers with less than three (3) years of full-time service, institutions are encouraged to provide non-reappointment notice as early as possible, but no specific notice is required.
2. For lecturers with three (3) or more years but less than six (6) years of full-time service, institutions must provide non-reappointment notice at least thirty (30) calendar days prior to the institution’s first day of classes in the semester.
3. For senior lecturers or lecturers with six (6) years or more of full-time service, institutions must provide non-reappointment notice at least one hundred and eighty (180) calendar days prior to the institution’s first day of classes in the semester.
• Lectures and Senior lecturers with six (6) years or more of full-time service shall be entitled to a review of the decision in accordance with published procedures developed by the institution. The procedures must be approved by the Chancellor or his/her designee prior to implementation. Additional appeal procedures are contained in Policy 8.6 Application for Discretionary Review. (BoR Minutes, February 2015)

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

The notice to not renew shall be issued by the President or his or her designee and shall apply to the succeeding contract year. It shall be delivered by hand or, if necessary, by certified mail, with receipt showing to whom, when, and where the notice was delivered.

Persons holding non-teaching positions, persons appointed on a semester basis (e.g., part-time positions), or persons with courtesy appointments, such as adjunct appointments, are not under annual contract and, therefore, no notice is provided. Non-tenured faculty and other non-tenured personnel employed under written contract shall be employed only for the term specified in the contract, and subsequent or future employment, if any, shall result solely from a separate offer and acceptance of a new and distinct contract.

B. Signing and Returning Contracts (Tenured and Non-Tenured Full-time Faculty)

New Faculty Members - Contracts for newly-appointed teaching faculty will be issued only after the President has approved the appointment. The Office of Academic Affairs (OAA) will prepare and issue the contract to the new faculty member and allow him/her twenty (20) business days to sign and return the contract. A signed contract will be accepted through electronic mail to the OAA.

Continuing Faculty Members - Contracts for the succeeding year are signed by the President or his or her designee and issued by the OAA immediately following the Board of Regents’ approval of the new budget for the succeeding fiscal year. Typically, the budget is approved at the Board’s April meeting, and contracts are issued in late April with a required return date of twenty (20) business days after the date of issue. The OAA will mail the contract to the faculty member’s home address of record. If the faculty member will not be at the home address during the twenty (20) business day period, he/she must provide advance written notice to the OAA of an address where the faculty member can receive the contract by mail. Faculty may also choose to pick up contracts from the Office of Academic Affairs.

Failure to Sign and Return Contract - According to the provisions of Board of Regents Policy 8.3.11, failure to sign and return the contract within the time period specified in the contract may be construed as an abandonment of employment rights. If a hardship presents itself that prevents the faculty member from returning the contract within the twenty (20) business days, it is the faculty member’s responsibility to communicate with the President or the PVPAA to request an extension for returning the contract. If no such request is received, the institution may proceed to fill the position with no notice to the faculty member.

Breach of Contract - Faculty members who fail to verify or maintain the credentials, degree, certification or license required to teach the subject matter of their contract shall be subject to immediate dismissal for breach of their employment contract.
C. Fulfillment of Contract
Faculty members employed under written contract for the fiscal or academic year are bound by the terms of the employment contract which they have signed, just as the institution is bound. Academic-year contract periods end in May and fiscal-year contracts usually end June 30. It is not acceptable for a full-time faculty member who is employed under written contract to terminate his or her employment at times other than at the end of the contract’s term. Faculty members who do not follow this policy may be subject to legal action, as necessary, to assure that the interests of the College and its students are protected. Exceptions that are deemed hardships will be approved on an individual case by case basis at the President’s discretion.

D. Notice of Intention to Resign or Retire
As stated earlier, the College provides considerable advance notice of the College’s intent to re-employ a faculty member for the following contract year. Similarly, the College expects the courtesy of sufficient advance notice from the faculty member if he/she does not intend to continue employment with the College. Written notice of the intent to resign or retire from a faculty position at the end of a contract period shall be given to the President or his or her designee as far in advance as possible, but written notice shall be expected no later than February 15 immediately preceding the expiration of the current contract. The February 15 deadline also applies to faculty who are on an approved leave of absence and do not plan to return to the College. As mandated in Board of Regents Policy 8.3.4.1, tenured faculty members employed under written contract for the year are required to give to the President at least sixty (60) calendar days written notice of their intention to resign or retire.

VII. LAYOFFS OR TERMINATIONS

Policy 8.5 of the Policy Manual of the Board of Regents provides the conditions and circumstances under which layoffs, terminations, program modifications, or program discontinuance may occur. If a faculty member under contract must be laid off or terminated before the end of his or her contract term for reasons of financial exigency, including program modification or discontinuance, the institution shall notify the affected faculty member at least 90 calendar days in advance of the date of layoff or termination, whenever possible. The affected faculty member shall have the right, upon written request within 20 business days from the date of the final decision of the President, to apply to the Board of Regents for a review of the President’s decision in accordance with the appeal provisions of the Board of Regents.

The Board of Regents approved a plan that gives University System of Georgia (USG) presidents the authority to furlough any and all employees, including faculty, should the need arise. (BoR Minutes, May 2009)
FOUR: FACULTY RESPONSIBILITIES

I. ACADEMIC FREEDOM

The College of Coastal Georgia recognizes the principle of academic freedom in the classroom and the responsibility inherent in such a principle. The College’s official policy statement on academic freedom and responsibility is found in the Statutes.

II. DAILY SCHEDULES

Schedules, including office hour policies, differ for full-time and part-time faculty. We describe the requirements for each group below.

A. Full-Time Faculty

The daily work schedule of an instructional faculty member is necessarily varied. Each fall and spring semester, each faculty member must build his or her work schedule according to assigned classes, regular office hours, advising and registration, committee work, etc. At the beginning of the semester, a copy of the faculty member’s work schedule must be submitted to the School Dean by no later than the end of the first week of class. This information must be posted outside of the faculty member’s office, provided to the department coordinator, and included on each course syllabus.

Additional requirements include:

1. Each schedule must indicate the times and places where the faculty member will be for their classes and office hours. The schedule must include contact information (email and telephone) where the faculty can be reached.

2. During fall and spring semesters, office hours for full-time faculty should be no less than eight hours per week. Those faculty teaching online or hybrid courses may conduct a proportion of their office hours as virtual office hours, commensurate with their online teaching load, and with approval of the dean and/or chair. For example,
   - A faculty member teaching 3 face-to-face and 2 online courses may hold roughly 40% of his/her office hours online. He/she might hold 5 face-to-face office hours and 3 virtual office hours.
   - A faculty member teaching 2 face-to-face and 2 hybrid courses might hold 6 face-to-face office hours and 2 virtual office hours.

   Posted hours during final exam week are not required, however, faculty should inform students of ways to contact them during final exams if the student has a need to do so.

3. During summer semesters, faculty teaching on campus shall be available for a minimum of two (2) office hours per week on campus per course taught on campus and those teaching online who are not on campus shall be available for virtual office hours of a minimum of two hours per course per week taught online. In addition to office hours, those who are teaching in the summer may be expected to be available for advising and college service.
4. At times when faculty members plan to deviate from their schedule, they should notify their School Dean, Department Chair, and the Department Coordinator and post the change outside of the faculty member’s office for the convenience of those seeking to reach them.

B. Part-Time Faculty
Of necessity, student access to part-time instructors must be encouraged by different procedures than those utilized by full-time faculty members. Evening students typically arrive just in time for class and because of the lateness of the hour may be uninterested in remaining after class for help. For this reason, part-time faculty members who teach at night are asked to keep only minimal office hours before and after class. However, part-time faculty members must list in their syllabus a telephone number and/or e-mail address at which they can be reached (home, work, or coordinator's number). Students should be encouraged to call that number to make special appointments for help or for assistance provided by telephone.

III. ABSENCE OF FACULTY MEMBER

Each faculty member is responsible for meeting his or her classes every scheduled period for the full class time and being consistent in following his or her established work day schedule. No faculty member has the authority to cancel a class without dean or department chair approval. It is expected that faculty will meet with their classes during final exam week for exams or final presentations.

A. Arrangements for Courses

When a faculty member is authorized by the School Dean/Department Chair to be away from classes for any purpose, the faculty member must make appropriate arrangements for his or her classes. Typical arrangements include having an online assignment or having a fellow faculty member in the same or related field teach the course during the period of absence. Other arrangements might include a scheduled examination which may be proctored by another employee. Situations in which students are given library assignments to be completed during the class hour should be avoided whenever possible, but may serve as a last resort with permission of the Dean of Library Services. When a faculty member has to be away from classes because of illness or some other circumstances beyond his or her control, he/she should notify the School Dean, Department Chair and Department Coordinator at the earliest possible moment. When a class is cancelled, it is the responsibility of the instructor to notify students via D2L and email. Only in cases of emergency should there arise occasions when classes cannot be notified of the absence of a professor in advance of the scheduled class. In such cases, the Department Coordinator will also post a notice outside the classroom door.

Instructional faculty members on twelve-month contracts who wish to take vacation leave are expected to schedule vacation hours during times when classes are not in session. Prior approval of all vacation leave must be obtained from the School Dean.

B. Reporting Sick Leave And Vacation
If a faculty member is absent for reasons other than college-related travel or business, the faculty member must request leave for the absence, and it must be approved through administrative channels, starting with the Department Chair (or School Dean when there is no Chair). For both fiscal and academic-year faculty, if the absence is due to illness or other medical reasons, the faculty member must enter the absences electronically within OneUSG immediately upon his or her return to work. For absences of more than five (5) consecutive days, the entry of the absence electronically to OneUSG must be completed no later than the fifth day of the absence and a medical certification from the employee’s doctor must be provided to the Human Resources Office. (See additional requirements in Section Seven Article III)

In reporting sick leave, the Board of Regents stipulates that “academic year faculty will report leave based on the number of whole hours’ sick, with a full day being eight (8) hours, a half day being four (4) hours, and less than a half day based on whole hours missed, with a full week being the equivalent of a forty-hour work week.”

Since all faculty members’ schedules vary, the following guidelines are given for CCGA faculty:

- An absence that lasts an entire five-day workweek should be reported as 40 hours.
- An absence that spans an entire day during the workweek should be reported as 8 hours. With regard to twelve-month faculty, if a faculty member has no Friday classes and completes his or her equivalent workweek in four (4) ten-hour days, a full-day absence for vacation or sick leave will be counted as ten (10) hours.
- For partial-day absences, it is appropriate to refer to the faculty member's schedule on file in the School office to determine how much leave to report. If the absence coincides with a time in which the faculty member's schedule indicates he or she is on campus or is performing or available to perform any college-related work, the faculty member should report leave for the equivalent number of hours missed from his or her schedule for that day. If the faculty member failed to provide a daily schedule at the beginning of the semester, the number of hours to be reported will be determined by the School Dean.

**IV. MASTER SYLLABI**

A Master Syllabus for every course taught at the College of Coastal Georgia will be kept on file by the Office of Academic Affairs. The School Dean is responsible for assuring that the Master Syllabus for each course within his/her school is sent to the Office of Academic Affairs. Each Course Syllabus will be developed based on the guide of the **Uniform Syllabus Template** available from the Office of Academic Affairs. The Master Syllabus is meant to ensure appropriate standardization of all sections of courses, and should include:

1. Catalog Description
2. Course Learning Outcomes
3. General Education Outcomes/Competencies (when applicable)
4. Course Content essential to the achievement of the outcomes
5. A list of the required and/or recommended resources and materials, such as books, periodicals or papers.

**V. COURSE SYLLABUS**

Each faculty member is responsible for creating a course syllabus, based on the master syllabus for the course, that gives more specific information relevant to their section. Syllabi for each
course must be designed and presented according to the Uniform Syllabus template. Additions may be made to the syllabi to meet the needs of individual courses. Course syllabi must additionally include:

1. A description of the learning experiences selected as the means of achieving the outcomes.
2. A plan for assessment of student learning, including the methods of evaluation.
3. Any specific course policies, such as make-up policies and attendance policies.

All syllabi must be filed electronically with the Department and with the School. The Dean will require that instructors to revise or update a course syllabus if it fails to comply with the master syllabus and the Uniform Syllabus template.

All students at the College of Coastal Georgia enrolled in credit-bearing courses will have access to a syllabus for each course through Brightspace (D2L) by 8am on the first day of each semester. Revisions and additions to the syllabus may be made throughout the semester, provided students are apprised of changes in writing (electronic or paper).

VI. TEXTBOOK ORDERS

Full-time faculty are responsible for submitting textbook requests by the established deadline each semester.

Part-time faculty may also be responsible for submitting textbook requests. Part-time faculty should consult their Department Chair or School Dean to determine if this is an expectation of their position.

Textbook orders are submitted through the bookstore’s online textbook portal, which is linked within D2L. For questions on this process, faculty should contact their Department Chair or School Dean.

VII. INDEPENDENT STUDY

Under unusual or urgent situations, students may need credit for courses that cannot be provided in the regularly scheduled rotation. Examples of such unusual circumstances include students who miss, for unavoidable reasons, seldom scheduled classes needed for graduation. Also, in some instances, programs have too few majors to offer specialized courses within the regular schedule and faculty members may wish to provide independent study.

In such cases students may request that faculty members offer the needed credit through independent study. Independent study must be approved by the Department Chair (if applicable) and School Dean. Approval will not be granted unless:

1. the faculty member consents to provide the independent study;
2. clear evidence exists that the student cannot take the course as part of the regular instructional program;
3. not offering the independent study will prevent or unnecessarily lengthen a student’s time to graduation;
4. there is reasonable expectation that the course can be accommodated within the load of courses and other college duties already assigned to the faculty member;
5. The application for approval clearly states how competencies required for the awarding of credit will be acquired without regular lectures and class attendance.

When it is foreseeable that a course may be repeatedly offered as independent study, it should be designed to incorporate study modules and thereby facilitate student success with minimal faculty effort.

VIII. GRADES, GRADE REPORTS, AND FINAL EXAMS

Each faculty member should be thoroughly familiar with the system of grading used in all classes at the College of Coastal Georgia. This system (e.g., grade changes, withdrawals, incompletes) is described in detail in the CCGA Catalog.

The faculty member is responsible for developing his or her own procedure for evaluating the student's work. In doing so, he or she should observe the following guidelines:

1. The final grade for each student should be based on several grades earned during the semester. Limiting the basis for grades on two or three examinations during a semester is not recommended.

2. The final grade for each student should be based on a variety of assignments, for example, written work, tests, research papers, oral presentations, projects, and reading reports. Limiting the basis for evaluation to one kind of assignment is inadvisable.

3. The procedures for evaluation (i.e., grading) must be written in the syllabus and clearly explained early in the course.

4. The faculty member should counsel with each student who requests information concerning grades during or upon the completion of a course (after grades are posted) explaining how grades were determined and advising the student how academic performance can be improved.

5. The College has initiated an early and proactive academic intervention system (e.g., an academic referral system and improvement workshop series, provided by the Center for Academic Advising, for all students placed on academic warning or academic probation). The academic referral system enables faculty to refer to the Center for Academic Advising any students who are not performing satisfactorily, are exhibiting behavioral issues, have not been attending class regularly, are experiencing financial problems, or present any other circumstance that is of concern. Each semester, faculty are encouraged to refer students as needed and those who are referred are contacted by Academic Advising staff within 24-72 hours.

6. The faculty member should have several graded assignments returned to students before the mid-point of the semester (last date to withdraw) and should keep in mind that a mid-term grade must be submitted in COAST on each student. The
mid-term grade should be a meaningful measure of students’ progress in the course.

7. A final examination schedule is distributed each semester. This schedule allows ample time for grading tests and calculating final grades prior to the deadline for submitting grades. Faculty members may not agree to test a student at any time different from the time assigned in the final exam schedule without the approval of the School Dean and/or Department Chair. An early examination should be requested only in extenuating circumstances.

8. At the end of each semester each faculty member must determine final grades for each course and enter this information into COAST. (Instructions are available on the college website, from school/department coordinators, or from the Registrar’s office.) The Registrar’s office will assure the maintenance of grades in accordance with the Board of Regents policy.

final grades, as well as attendance verification (see next section) must be submitted by the deadline published on the annual academic calendar, though it is recommended to submit earlier whenever possible. The School Dean and Department Chair are responsible for seeing that the deadlines are met. Late/Missing grades and/or attendance verification rosters will result in progressive disciplinary action and be reflected in the faculty member’s annual evaluation.

Each faculty member must maintain sufficiently detailed records to demonstrate how a particular student’s grade was determined. Such records can be kept in a paper grade book or through use of one of the many available computer-based grade record systems. Faculty should maintain these grade records for an indefinite period of time. Full-time faculty should hold these records until such time as they leave the College when the records should be turned over to the school/department office. Part-time faculty should submit course grades to the school/department office at the end of each semester.

IX. CLASS ATTENDANCE

The College recognizes the importance of class attendance as an ingredient in the student’s success in the classroom and has set forth the following policy on class attendance:

1. Class attendance and punctuality in class attendance are considered a student responsibility and important for student success. It is recognized, however, that attendance requirements may vary based on the needs of the faculty member, the course, or the method of instruction being used.

2. The attendance policies for the various courses in the curriculum are determined by the academic school/department in which the course resides and will be included on the course syllabus. The policy will include a statement concerning any academic penalties that may result from excessive absences or tardiness.

3. It is recognized that for approved college activities students may be required on occasion to be absent from class. In such cases, the student must provide adequate documentation and assume the responsibility to discuss with the faculty member alternative arrangements for the work missed because of the absence.
Each faculty member should be thoroughly familiar with the attendance policy inasmuch as he or she is responsible for informing his or her students at the beginning of each semester of the attendance requirements for his or her courses, including any academic penalties which might result from excessive absences. The faculty member is responsible for keeping attendance records on each student enrolled in his or her classes and for providing this information for the following situations.

1. **Attendance Verification:** By the published day at the start of the semester (usually within the first 10 days), faculty must verify that students have or have not attended at least one class session.
2. **Midterm Grades:** For students that earn a grade of “F”, faculty must provide the last day of attendance on the midterm grade roster.
3. **Final Grades:** For students that earn a grade of “F”, faculty must provide the last day of attendance on the final grade roster.

**X. OFF-CAMPUS ACTIVITIES**

The following procedure shall govern all college-sponsored, off-campus trips and meetings including field trips, trips to athletic events, club meetings, and social events:

1. Each event must be authorized in writing by the Department Chair (if applicable), the School Dean and Provost/Vice President of Academic Affairs.

2. Each event must be attended by one or more faculty members or administrative officers (the number to be designated by the authorizing person) who will assume the responsibility for the actions of the group.

3. Student signatures must be obtained on [Waiver Liability Form](#) to participate in any activity.

4. Events that require students to be absent from classes should be avoided. However, when there is no alternative, the sponsoring faculty member or coach should make clear to the students before each event that each student must bear the full responsibility for work missed during each absence.

5. Off-campus events sponsored by any registered student organization connected with the College must be approved by the Office of Student Life.

6. Any academic event that involves the collection of, the expenditure of, or any obligation for funds not already allocated in the College budget must be authorized by the Provost/Vice President of Academic Affairs, the Vice President for Business Affairs and, in some cases, the Vice President for Advancement.

7. Any event involving expenditure of student activity funds which have been allocated to a registered student organization must be approved in advance by the Vice President for Student Affairs & Enrollment Management. Faculty advisors should follow the policies and procedures outlined by the Student Life Office.
XI. INTELLECTUAL PROPERTY

“Intellectual Property” is defined by Board of Regents policy 6.3 to refer to patentable materials, copyrighted materials, trademarks, software, and trade secrets. It is the policy of the College of Coastal Georgia to: 1) encourage the creation of intellectual property by members of the institutional community; 2) facilitate the utilization of such discoveries and materials for the benefit of the public, the institution, and the members of the institutional community; and 3) provide for the equitable sharing of any proceeds derived from the commercial exploitation of intellectual property in which the institution is determined to have an interest. Intellectual property rights will be governed by the following procedures:

1. As the need arises, the President will appoint an Intellectual Property Committee under the Faculty Senate to be composed of five members. One member of the Committee must be a representative of the Office of Business Affairs of the College. The chair of the Committee will be designated by the President. This Committee shall meet as necessary and report its findings to the PVPAA.

2. Faculty, staff and students of the institution must promptly report to the Intellectual Property Committee in written form, through the appropriate channels, all intellectual property invented or created by them which are reasonably likely to have commercial value.

3. The Committee will review and investigate the information submitted and recommend to the PVPAA any rights and equities in intellectual property which may have been created by faculty, staff, or students of the institution through the materials in question. The Committee will conduct its deliberations in accordance with “Section 6.3, Intellectual Properties” of the Board of Regents Policy Manual and comply with all definitions and guidelines found therein.

4. Based on the recommendations of the Committee, the PVPAA will issue a judgment on the ownership and use of the intellectual property in question.

If there is a disagreement with the decision of the PVPAA, a written appeal may be filed directly with the President of the College.
FIVE: FACULTY SCHOLARSHIP OPPORTUNITIES

I. INSTITUTIONAL REVIEW BOARD

All persons obtaining consent and/or data from human participants through interaction or intervention for the purposes of Research with Human Participants (including class projects) must be certified through CITI training or NIH Human Subjects Protections Training, in addition to submitting an application for approval of Research with Human Participants to the College’s Institutional Review Board (IRB).

To help faculty and others determine whether a project must be approved before research can commence, the IRB has created a Research Determination Survey, which must be completed prior to submission of an IRB application.

For more information, visit the IRB webpage at http://www.ccg.edu/IRB.

II. GRANTS PROGRAM

It is desirable for faculty to pursue the development of grant proposals obtaining outside funding for projects and equipment/materials which cannot be funded through the regular budget. Any faculty interested in submitting a grant proposal must FIRST access Grants and Contracts on the College Intranet to complete required documents. [See the following links: Grants and Contracts and, when conducting research using human research participants, Institutional Review Board (IRB)]

It is important that all such grants fit within the mission of the College and the goals of the administrative unit of which the faculty member is a part. Supervisors should be involved in the process from the beginning. All grant proposal opportunities must have the prior approval of the PVPAA to ensure appropriateness of the project, acceptability of any reassignment of faculty workload, and the availability of any required matching funds. The grant proposal must be sent to the Office of Academic Affairs at least ten days prior to the deadline date in order to receive final approval by the PVPAA and the President.

III. FELLOWSHIPS FOR RESEARCH

To support faculty development, the College of Coastal Georgia grants five fellowships annually for faculty to engage in research or to propose innovative projects. Full-time faculty members may apply for a $2000 fellowship to engage in research with a specific outcome for submission to a peer-reviewed publication within one’s field or related discipline or to develop and implement an innovative project supportive of the College mission and funded internally.

Types of Fellowships

- **Research Fellowships** must result in writing a peer-reviewed submission. The proposal must include a description of the research being proposed or developed and identify the scholarly peer-reviewed publication(s) being considered.
- **Innovative Project Fellowships** support a proposed project that promises to support the mission and goals of the College with innovative ideas, concepts and direction. The proposal must include the specific plan for implementation including timelines and
specific measurable outcomes that show promise of sustainable growth or unique contribution.

Successful Fellowship Applications

Summer fellowships have a competitive application process and typically more people apply that can be funded. A thoughtful and well-prepared application is most competitive. Successful applications have had:

- A well-developed plan
- A manageable workload for the proposed timeframe
- Plans for dissemination (e.g., submitting for publication)
- Broader Impact (e.g., on our students, on our local community, or even across the nation).

Other items that have been viewed as “strengths” in previous applications, but are not required components of an application, include collaboration with other faculty and regional/national/international recognition.

Application and Review Procedure

Fellowship applications must be submitted to the Office of Academic Affairs, with Chair and Dean signatures, by March 1. The Office of Academic Affairs will forward application materials to the Faculty Development Committee for review. The Faculty Development Committee will select five proposals for recommendation of funding to the Provost/Vice President for Academic Affairs. The Provost/Vice President for Academic Affairs, after consultation with the Deans Council, will decide whether to give final approval for each of the applications.

Selection Guidelines

The Faculty Development Committee will make recommendations for awards based on merit. For applications deemed to have merit, the Committee will work to equitably distribute awards across disciplines and faculty ranks, with priority given to tenure-track and tenured faculty to align with the additional expectation of scholarship. A faculty member may be awarded a Fellowship in no more than two consecutive years.

Members of the Faculty Development Committee cannot simultaneously apply and serve on the Committee. In instances where a committee member submits a fellowship application, the Chair of the Committee in conjunction with the Department Chair or School Dean, will select a proxy to represent the Department/School on the Committee during Fellowship review and selection.

Post-fellowship responsibilities

By November 1, each candidate will present a report in writing to his or her Chair, Dean and the Provost/Vice President of Academic Affairs. The report must include:

- For research fellowships, a draft/copy of the piece (to be) submitted for publication consideration and the intended peer-reviewed destination.
- For innovative projects, a description of the innovative project, the implementation plan and the assessment of the outcomes.

IV. EDUCATIONAL AND PROFESSIONAL LEAVE
Educational and Professional Leave with pay is an institutional compensated leave of absence for professional growth and development. The College of Coastal Georgia shares with other universities the traditional responsibilities to discover, develop, preserve and disseminate knowledge. Much of this mission is realized through the professional, scholarly and creative activities of faculty members and their interactions with students. Faculty development, therefore, is a critical element in reaching the College’s goal of achieving educational excellence.

**Eligibility**

Any tenured faculty with six (6) years or more of instructional service at CCGA is eligible to apply for an Educational and Professional Leave with pay. Ordinarily, a faculty member whose project is funded by an external agency shall be ineligible for a concurrent Educational and Professional Leave with pay, unless the College warrants additional compensation is justified.

**Application Procedures**

1. Applications are due on or before January 15 for the following academic year.
2. Applications are submitted to the Department Chair and/or Dean for recommendation. Applications must include a current curriculum vita and a description of activities to be accomplished. The proposal should include a clear statement of the nature, significance and objectives of the project, specific plans for completing it, the tangible results expected, and a statement of how this project will benefit the faculty member’s department or school and the College as a whole. Proposed activities should focus on research, creative endeavors, and/or specific activities aimed at significant improvements in pedagogical practices and student learning.
3. The Dean will forward all applications and recommendations to the Office of Academic Affairs. Materials will be forwarded to the Educational and Professional Leave Advisory Committee – a faculty group selected by the Faculty Senate for their recommendation. The committee will provide their recommendations to the Vice President for Academic Affairs who will provide the President his/her recommendation. The President will make a final decision on all Educational and Professional Leave requests.

**Awards**

Eligible faculty members may be granted an Educational and Professional Leave with pay for a semester or an academic year every seven (7) years. Compensation, typically, will be a faculty member’s full salary for one semester or half salary for one year. Salary as used in this context means compensation received as a full-time teaching member of an academic department or school and is not to include stipends received for conducting extra-curricular activities. Alternative arrangements which better meet the needs of the individual faculty member’s project may also be considered. Educational and Professional leaves will depend upon the availability of institutional resources to fund the hiring of part-time or replacement faculty and upon the merit of the faculty member’s proposal.

At the time of the award, the faculty member will be asked to sign an agreement that stipulates:

1. Upon completion of the Educational and Professional Leave with pay, the faculty member must return to their college duties for a period of time at least equal to that of the Educational and Professional leave.
2. In the event that the faculty member does not return to the institution for the full amount of time specified in the agreement, he or she agrees to reimburse the College for the amount of compensation while on leave, as well as any other expenses paid by the College during the leave.

3. The faculty member granted an Educational and Professional Leave with pay must file a report within three (3) months to the Department Chair and/or Dean and Vice President of Academic Affairs indicating what was accomplished during his/her leave. A public presentation is also required when the faculty member returns to teaching and/or other duties that academic year.

Persons approved for an Educational/Professional leave of absence shall be allowed to continue group insurance benefits.

No leaves of absence will be granted to USG retirees and who are drawing retirement benefits from the Teachers’ Retirement System of Georgia or from the USG.
SIX: SERVICES AND SUPPLIES

I. CLERICAL SUPPORT

Coordinators and Assistants are employed to assist the faculty in college-related work. Coordinators/Assistants are assigned specifically to each of the departments or schools. Clerical support positions are under the supervision of the respective Department Chairs and School Deans, and they perform the clerical work of the School Dean, Department Chair (if applicable) and the faculty members within the respective schools/departments.

To provide the most efficient service for the faculty, the faculty clerical support positions are instructed to complete work requests according to the following priority system:

1. Course schedule submission, materials directly related to classroom instruction including examinations, syllabi, bibliographies, assignments, course outlines, reproductions of various materials for classroom distribution, and other similar items.
2. Reports related to faculty activities including minutes of committee meetings, requisitions, travel authorizations, monthly and annual reports, and other similar matters.
3. Correspondence directly related to college and professional responsibilities of the faculty.
4. Studies made for college projects such as accreditation reports, proposals for new facilities, and other similar items.
5. Brief announcements or instruction material for faculty sponsors of student organizations. Extensive projects designed for student organizations, involving several pages or multiple copies, should be submitted to the Student Affairs Office.
6. Copy for articles or research papers for publication or presentation to professional societies.

Coordinators and Assistants should not accept work from anyone other than members of the Corps of Instruction, their respective Dean/Department Chair or the PVPAA.

The academic year operation imposes a very heavy work load on the clerical support positions during the weeks preceding the first week of the semester, mid-term, and the final examination period. To secure the best clerical assistance the following guidelines should be followed:

1. All requests should be submitted to the Coordinators or Assistants with complete instructions.
2. Items of priority 1 and 2 should be submitted at least two days before needed, and one week in advance during the three weeks mentioned in the preceding paragraph. Items of lower priority will be completed when time allows.
3. Each faculty member should proofread copy that contains technical or complicated information. Coordinators or Assistants should not be expected to be responsible for this kind of information.
4. Complex diagrams or charts should be given in a form that can be generated easily and reproduced by the copier.

Generally, work is done on a first-come, first-served basis. However, unscheduled and unexpected work may be given priority when necessary. The respective School Dean and Department Chair (if applicable) will determine individual priorities when needed.

II. SUPPLIES AND PURCHASE REQUISITIONS
It is very important for all college personnel to realize that the only office of the College authorized to make purchases and/or to commit the College to any financial obligation whatsoever is the office of the Vice President for Business Affairs. Unauthorized purchases made by faculty members will not be reimbursed. Faculty members should consult with their School Dean or Department Chair concerning their need for equipment and supplies.

Small items such as paper, stationery, file folders, pencils, pads, ballpoint pens, etc., may be secured by faculty members through the respective school offices. Supplies used in duplicating classroom materials, tests, syllabi, bibliographies, course outlines, etc., are provided by the School Coordinators/Assistants and charged against the school budget.

Supplies for personal projects including graduate theses cannot be provided by the College. These materials may be purchased by the faculty members through the bookstore or some other outlet.

Requests for supplies and equipment should be submitted to the Department Coordinator, who will submit a "Purchase Requisition" to the School Dean for approval and then the Procurement Office as far in advance of need as possible. Items to be purchased through the State Department of Administrative Services (Purchasing Department) should be given at least a sixty-day lead time.

Schools should attempt to have orders for academic needs placed as early in the academic year as is feasible. This will enable the Business Office to prepare budget amendments if necessary and to insure spending of budgeted funds by the end of the fiscal year.

III. PRINTING REQUESTS

When there is a need for printing that cannot be accomplished within the School or Department, please prepare a purchase requisition with detailed specifications. The Printing Specifications Sheet should be used as a guide in developing specifications for all print jobs. The specifications sheet, camera ready copy, and electronic copy (in PDF or Word format) should be submitted with a Purchase Requisition to your Dean or Department Chair for approval.

Upon receipt from the School Dean, the Coordinator will enter and verify the account number, budget, specifications, and dean give final approval. The Coordinator will submit the Purchase Requisition to a representative of Business Services. Business Services will forward your request to Purchasing for processing by a local printer.

Please remember to allow adequate processing times for outsourced print jobs. Depending on the complexity of the printing and exceeding $4999, competitive bids may be required for some print jobs which will require longer processing times.

IV. USE OF COLLEGE FACILITIES (By outside individuals or groups)

Permission to use college facilities for any events and activities other than regular academic and established programs of the College must be approved by the School Dean, secured through the Vice President of Human Resources and Auxiliary Services, and approved by the Vice President for Business Affairs. If this is a faculty sponsored event, approval for outside groups to use the College of Coastal Georgia facilities will also be contingent upon the approval of the PVPAA.
Contact your Coordinator to have your request entered into FS Direct reservation system.

V. SCHEDULING COLLEGE FACILITIES (For use by college personnel)

If meetings other than regularly scheduled classes and instructional activities are to be scheduled in classroom (instructional) facilities, Coffin Building, conference rooms and/or athletic facilities is requested, room assignments must be cleared in advance through the Office of Academic Affairs. Events to be scheduled in the Campus Center must be cleared through the Office of Student Affairs. Requests to use the small President’s Conference Room, the President’s Conference Room, or the President’s Dining Room must be cleared through the Office of the President. Use of the Information Commons (Library) should be cleared with the Dean of Library Services. Use of meeting rooms in the Southeast Georgia Conference Center must be arranged through the Vice President of Human Resources and Auxiliary Services.

VI. FACULTY PARKING AND AUTO DECALS

The Bursar’s Office furnishes each faculty member with an automobile identification decal at no cost. These decals are issued for the use of the faculty member only. Each faculty member is requested to keep his or her automobile registration card current in the Bursar’s Office. The decals are to be placed and be visible from the rear of the vehicle and should be removed when the car is sold or traded. New decals are issued every year.

Faculty members are expected to observe all driving and parking regulations and to practice safe driving habits. Flagrant or habitual violation of campus driving and parking regulations can lead to disciplinary action. Faculty members should utilize the main faculty parking lot behind the Nunnally and Hargett Building or parking facilities near the Howard Coffin Gymnasium.

Be sure to acquire a “temporary” sticker from the Bursar’s Office should you drive a rental or optional vehicle to campus.

VII. OTHER SERVICES

Credit Union – College employees are eligible to become members of the State Employees Credit Union. Contact the Human Resources Office for further information.

Direct Deposit – Employees are required to have their pay deposited directly into their bank accounts by providing written authorization to the CCGA Payroll Office or by signing up for direct deposit through employee self-service accessed via the CCGA website. Faculty can also have funds placed on a College MAC card.

Mariner’s Mates - Occasional discounts for theme parks, restaurants, lodging, eyeglasses, and other incidentals or services are available to employees of the College of Coastal Georgia. The Human Resources Office maintains a supply of discount coupons and promotional materials. Employees are encouraged to stop by and pick up items of interest. Please check the website for a list of available discounts.

Mariner Access Cards - All faculty regular employees (more than half-time and not temporary) should have a valid Mariner Access Card (MAC) employee identification card. The MAC card is
the official College of Coastal Georgia identification card and the key to the campus. With it, you can access services, attend events, and make purchases on campus without the hassle of carrying cash. This card is processed in the Bursar’s Office. For additional information regarding the MAC card, stop by the Bursar’s Office or access the following link on the CCGA website. [http://www.ccga.edu/CardOffice/](http://www.ccga.edu/CardOffice/). If employment ceases, the card must be surrendered to the Human Resources Office or to the Business Office Cashier when the last paycheck is rendered.

**Office/Building Keys** - Office and building keys are issued by Plant Operations with the authorization of the employee’s supervisor. An employee must sign a release at the Plant Operations Office before picking up a key. This key becomes the responsibility of the employee and may not be duplicated, loaned, or transferred to another individual. The key must be surrendered to the Plant Operations Office if no longer needed or if employment ceases.
The following general policies on personnel, leave, and benefits apply to faculty, administrators, and staff. The source for most of the policies and procedures in this section is Section 8.0 Personnel of the Board of Regents Policy Manual and the Human Resources Administrative Practices Manual (HRAP). All items in this section are subject to change in accordance with personnel policies adopted by the Board of Regents.

I. GENERAL PERSONNEL POLICIES

Employment of Retirees from Georgia Public School System or the University System
For any person receiving benefits from the Teachers Retirement System of Georgia (TRS), the Board of Regents Optional Retirement Plan (ORP), or the State Merit Employees Retirement System (ERS), employment in the University System in any capacity is prohibited without prior approval. Before hiring and before rehiring each year (for faculty on contract) or each semester (for faculty not on an annual contract), the hiring manager should contact the Office of Human Resources. It is the retiree’s responsibility to seek approval from his/her retirement plan administrator if the retirement plan has policies which restrict the retiree’s eligibility to work after retirement.

Emeritus/a Recognition
A faculty member with the title of Associate Professor or Professor who has 10 or more years of honorable and distinguished USG Service who is considering retirement by the end of the academic year may request consideration for the title of Associate Professor Emeritus/a or Professor Emeritus/a. This request must be in writing in a letter which contains a synopsis of what the person considers as his/her honorable and distinguished USG services. The faculty member should also submit his/her three most recent annual evaluation reports.

Once this letter and copies of the annual evaluation reports are prepared, the materials will be submitted to the Dean who will provide a letter of recommendation regarding this request and the materials to the Office of Academic Affairs. The Dean’s letter and candidate’s materials will then be submitted to a subcommittee of three individuals to include the Chair of the Faculty Senate, the Chair of the Promotion and Tenure Committee and the Vice President or his/her designee. This subcommittee will review the material and make a recommendation to the Vice President for Academic Affairs.

The Vice President for Academic Affairs will review the recommendation of the subcommittee, the Dean’s letter, the annual evaluation reports and the letter from the candidate. Based on this review, he/she will make a recommendation to the President.

The President may, at his/her discretion, confer the title of Emeritus/a, or deny the request. The current pay rate for faculty with the Emeritus/a status is $1200 per credit hour but may change due to budget.

Personnel Files
All faculty have two personnel files: one in the Office of Academic Affairs (AA) and one in the Office of Human Resources (AA). The AA file contains the employee’s job application,
documents verifying employment status and wages, CV, official transcripts, performance evaluations, all documents related to Promotion and Tenure, and copies of contracts and letters of intent. The HR file contains other employment related records. Both the AA and HR personnel files are the property of CCGA and are maintained in a private, confidential manner with restricted access. No person shall have access to information from the files or records of an employee without the employee’s consent unless such access or disclosure is: (1) necessary for the orderly conduct of personnel-related matters, (2) required by law, or (3) in response to a properly issued subpoena.

With reasonable advance notice, faculty may review their own personnel files in the presence of an individual who maintains the files. An employee may, at personal expense, copy or duplicate all or any portion of the personnel file during the review.

When the Human Resources Office or the Office of Academic Affairs receives “commendation letters” written about an employee’s noteworthy action or job performance, the letter shall be sent directly to the individual’s supervisor and a copy will be sent to the employee. The supervisor may wish to retain the letter indefinitely or until the next performance review, but such letters may be maintained in the personnel file.

**Employment References**

Human Resources will respond to all external requests for information about current and former employees or take other actions to ensure that appropriate guidelines are followed. Human Resources will determine what employment data will be released and will require a written authorization and release signed by the individual who is the subject of the inquiry. Responses will normally confirm only dates of employment, wage rates, and position(s) held.

Furthermore, if you as a current CCGA employee are contacted by any agency or individual to provide an employment reference on another current or former CCGA employee, you (the employee providing the reference) are NOT authorized to provide an official statement on behalf of the College. If you choose to respond to the request for information, you are cautioned to provide facts only and to avoid providing your personal opinions.

**Voluntary Disclosure of Drug Use**

If an employee has a problem with drugs or alcohol, he/she is encouraged and expected to seek help. If the employee decides to seek treatment, the Office of Human Resources can provide more information regarding employment rights. Employment protection under certain conditions is available for an employee who voluntarily seeks help.

**Workplace Violence**

In accordance with USG policy on Workplace Violence, violence or the threat of violence will not be tolerated on the CCGA campus. All threats, actual violence, or suspicious individuals or activities should be reported as soon as possible to Campus Police. Any person guilty of violence or suspected of potential violence will be promptly removed or asked to leave the premises by a Campus Police Officer. If the person asked to leave the campus is an employee of the College, the Campus Police Officer will notify the Assistant Vice President of Human Resources and Auxiliary Services of the incident as soon as possible.
Following a thorough investigation, if it is determined that an employee committed an act of violence, or demonstrates the potential for violence, the employee will likely be terminated within the provisions of due process.

A supervisor may promptly suspend an employee with or without pay if the employee commits an act of violence or threatens the supervisor or another individual. The supervisor will then immediately report the suspension to the Assistant Vice President of Human Resources and Auxiliary Services for the consideration of further action against the employee, up to and including termination.

Employees are encouraged to notify their supervisor, the Assistant Vice President of Human Resources and Auxiliary Services, or the Campus Police of serious problems with others before they escalate into violent situations. Efforts will be made to resolve disputes and employees will not be disciplined for raising such concerns.

**Disruptive Behavior**
In accordance with the USG policy on Disruptive Behavior, any student, faculty member, administrator, or employee, acting individually or in concert with others, who clearly obstructs or disrupts, or attempts to obstruct or disrupt any teaching, research, administrative, disciplinary, or public service activity, or any other activity authorized to be discharged and held on any campus of the University System is considered by the Board of Regents (see BOR Policy 8.3.9) to have committed an act of gross irresponsibility and shall be subject to disciplinary procedures, possibly resulting in dismissal or termination of employment.

**Emergency Closing**
The President of the College (or his/her designee) serves as the overall Emergency Director and is responsible for making the decision to close the College during any major emergency such as, but not limited to, inclement weather.

If the decision is made to close, persons who are actively at work at the time will be notified by their supervisor or another administrator. If time permits, supervisors will also attempt to telephone employees who are not actively at work to notify them not to come in. The closing will be announced very quickly through a variety of news media, including local television and radio stations. When possible, the specific dates of the closing will be given; however, it may not be possible to predict with certainty when the College will reopen, depending on the nature of the emergency. Therefore, when a specific reopening date has not been given, the reopening will also be announced through local radio and television stations. An employee is expected to check with local radio stations in the event he/she is not within the radio frequency area to hear the announcement.

**Hazardous Chemicals Protection**
The State of Georgia enacted the “Public Employee Hazardous Chemical Protection and Right-to-Know Act of 1988” to protect employees from the dangers of hazardous chemicals they may encounter in the workplace. CCGA has a program to assure that all employees receive training and information about hazardous chemicals present in their work areas. A Material Safety Data Sheet (MSDS) is available on each hazardous chemical which may be used in the work area. All employees should receive orientation on what hazardous materials are in their work areas, where the MSDS sheets are located, and how to read these sheets. All employees whose jobs involve the handling of hazardous chemicals must receive additional training in the safe use, storage, and
disposal of the chemicals they use. The College Campus Safety Manager is responsible for the administration of the hazardous chemicals protection program.

**Grievances, Complaints, or Disputes**
The purpose of this Grievance Procedure is to provide a fair and efficient process to resolve employee grievances. The grievance procedure is available to those employees who are no longer in their six-month provisional period and are considered regular employees. The grievance procedure consists of:

- Informal Grievance Procedure
- Campus Conflict Resolution Committee – Mediation
- Formal Grievance Procedure

At the informal stage, an employee should first seek resolution with his/her supervisor or first-line manager consistent with our philosophy of resolving disputes at the lowest possible level of the College. If the grievance involves the employee’s immediate supervisor, the employee may have another employee present as a witness. If the issues remain unresolved, the employee may then grieve the matter to the next level supervisor.

**Campus Conflict Resolution Committee - Mediation**
If the matter remains unresolved after an informal grievance, CCGA offers employees the option of using the Campus Conflict Resolution (CCR) process as an alternative to filing a formal grievance. CCR often saves time and allows disputes to be resolved in a more effective, expedient, and amicable manner. The CCR process at CCGA involves communication, negotiation, and sometimes may involve mediation. Mediation is a voluntary, informal process in which a trained third-party serves as a facilitator to assist the parties in settling their dispute. The mediator has no authority to impose a settlement but will help the parties reach an agreement which is acceptable to both parties. A mediation session is a confidential proceeding, to the extent allowed by law. Initiating or participating in mediation does not wave a person's right to proceed with other formal methods of resolution, such as filing a formal grievance. The Assistant Vice President of Human Resources and Auxiliary Services can provide more information on this program.

**Formal Grievance Procedure**
Faculty members may pursue a formal grievance to the Faculty Affairs Committee through the procedure outlined in the Faculty Senate Bylaws. In cases of suspension, discharge, or salary disputes, the following procedure should be followed:

In cases where mediation has been determined to be inappropriate or an agreement has not been reached in mediation, employees in the conflict may file a formal grievance. Also, persons who prefer not to use the CCR process may file a formal grievance. A Formal Grievance by a regular employee may only be filed if:
- The employee has been suspended: or
- The employee had been discharged; or
- The employee had been demoted, or his/her salary has been reduced.

An employee may not file a grievance, even in the above circumstances, if:
- The discharge occurred during the six (6) month provisional period
• The employee has been adversely affected by a reorganization, program modification, or financial exigency (such employees may apply to the Board of Regents for review);
• The issue underlying the grievance is a charge of discrimination on the basis of race, sex, age, disability or religion.
• The issues being grieved have been previously heard by an administrative panel at the institution.

Strict deadlines are imposed for filing a formal grievance, depending on whether or not the employee first uses the CCR process.

Unless there is good cause for delay, an employee must file an appeal using the Grievance Appeal Review Form to the Assistant Vice President of Human Resources and Auxiliary Services within 10 working days after receiving notice of a demotion, suspension, or dismissal, or after ending the informal grievance process without resolution, whichever date is later. The President will have 10 working days to select the Board of Review Committee. The Board of Review Committee will be made up of 3 members, including the Chair. The Chair will be responsible for the organization and preparation of the hearing procedures, conducting the hearing, and the presentation of the Committee’s findings and/or recommendation to the President. Any time after filing the grievance but prior to the hearing, the employee may seek to use mediation if appropriate.

Once the Committee is selected, all parties will be informed of the names of the persons appointed to the panel and given three (3) working day to controvert the appointments, stating the reason for their objection. Should either party question an appointment, the President will have the final decision concerning the change after examining the request. Otherwise, the Committee will stand as appointed.

Notice of the time and date set for the hearing will be provided, and the Chair has the discretion to change the date of hearing if needed.

The evidentiary hearing shall be informal in nature and shall not be conducted under strict rules of evidence or procedures applicable to proceedings in a court of law. The hearing shall be conducted in a private setting and remain confidential. An employee can be accompanied by an advisor who may be an attorney, work colleague, support person, etc.; however, these persons may not participate in the hearing.

Both parties will have the opportunity to present witnesses and supporting evidence at the hearing. Both parties shall be given adequate time to present their case, although all efforts should be made to expedite the procedure in the interest of time and clarity of purpose. Both parties will be asked not to exceed one hour.

Following the appeal hearing and any additional fact-finding, the Board of Review Committee shall issue a written recommendation to the President within 10 working days. The President shall issue a final written, institutional decision to the employee within 10 working days after receipt of the recommendation.

If the employee wishes to appeal the President’s decision, an appeal may be made to the Board of Regents Office of Legal Affairs within 20 working days after receiving the decision, provided such appeals meet the criteria of 8.2.21 of the Board of Regents Policy manual.
**Solicitations**
Salespersons may not solicit business from employees on campus without permission from the Vice President for Business Affairs. Employees must notify the Vice President for Business Affairs if a salesperson cannot produce the VPBA’s solicitation authorization upon the employee’s request. Employees are not to conduct business on campus without this form being presented by the salesperson.

Employees may not hold raffles or sell anything on campus without approval of the Vice President for Business Affairs. Approval is also required to distribute advertising material or other printed matter.

**II. ADDITIONAL PERSONNEL POLICIES**

**A. Public Relations**

Faculty members are among the best public relations representatives of the College. They are encouraged to participate in civic affairs and to make contributions to community life in every possible way. All proposed media-related activities associated to CCGA, including news releases and advertisements, must be approved through the Institutional Advancement Office.

**B. Fundraising**

The Institutional Advancement Office must be informed in advance about all planned fundraising activities by student organizations, academic programs, offices or schools, or other groups or activities on campus. Any fundraising that might involve solicitations from external community members or businesses must be approved by the PVPAA and the Vice President for Advancement. Student organizations must have the approval of the Office of Student Life prior to initiating any fundraising activities.

**C. Outside Activities**

**Permission for Outside Employment**

An employee of the University System shall make every reasonable effort to avoid actual or apparent conflict of interests and also the appearance of a conflict of interest. (See Policy on “Conflicts of Interest” below in this section.) All faculty members should consult section A below and full-time faculty members wishing to engage in outside employment, consulting, and certain political activities should consult the additional sections below. Note that full-time faculty interested in outside employment must receive approval from their Dean, the PVPAA, and the President.

Requests for approval to conduct outside activities may be denied should such activity: (1) involve the use of College resources or facilities for private purposes or personal gain; (2) create a conflict of interest with the College; or (3) entail liability or responsibility on the part of the College.
1. Employment or other Activity resulting in pay from another University System of Georgia institution

It is statewide procedure that all payments to CCGA employees for work completed anywhere within the University System must be paid directly by CCGA (with the other institution sending us a reimbursement check). As such, employees seeking employment from another USG institution or wishing to participate in any sort of activity that will result in pay must receive permission from CCGA through a dual appointment agreement form. Faculty interested in such activities with another USG institution should contact their chair/dean as soon as possible to complete the necessary paperwork. The dual appointment agreement form requires cooperation from the deans at each institution, as well as the business offices and Presidents. This procedure often takes several weeks and, if not initiated soon enough in advance, can delay payment.

2. Outside Employment and Consulting Work

Recognizing that teaching, scholarship, and service are the primary responsibilities of faculty members, it is reasonable and desirable for faculty members to engage in additional activity beyond duties assigned by CCGA, which are professional in nature and based in the appropriate discipline for which the individual receives additional compensation during the contract year.

1. An employee shall not engage in any occupation, pursuit, or endeavor which will interfere with the regular and punctual discharge of official duties. All full-time faculty, administrators, and other professional staff employed by the College are expected to give full professional effort to their assignments of teaching, scholarship, and service.

2. Professional employees are encouraged to participate in professional activity that does not interfere with the regular and punctual discharge of official duties provided the activity meets one of the following criteria: (a) is a means of personal professional development; (b) serves the community, state, or nation; (c) is consistent with the objectives of the institution.

3. For all activities, except single-occasion unpaid activities, the employees shall report in writing through official channels the proposed arrangements and secure the approval of the President and immediate supervisors prior to engaging in the activities. Such activities include consulting, teaching, speaking, and participating in business or service enterprises.

4. For purposes of this policy, conflict of interest shall be defined to include outside work for personal compensation involving: (1) the State of Georgia or any of its agencies, institutions, or subdivisions; (2) any private organization or consultant with respect to any business done by it or him/her with any of the agencies described above; (3) a consultant or training service duplicating a service provided by the public service program of the College for any organization within the service area of the College; (4) compensation received directly by an employee from sources outside the College in connection with a college-sponsored activity.

5. No independent consultative activity will be undertaken for outside compensation if that activity might put the individual performing it in competition with the College or might tend to discredit the College or might create a conflict between the individual's duty to his
or her College clients and to his or her private client, or might violate a relationship of trust between the College and one of its clients. When engaging in activities for outside compensation, the faculty or staff member will make it clear to his or her client and to those with whom the staff member deals directly that he or she is acting in a private capacity and not as a representative of the College and that the College is in no way responsible for the performance of the activity to which he or she has made the commitment.

For College sponsored non-credit training or consultative activities, extra compensation may be paid when all four of the following conditions exist: (a) the work is carried in addition to a normal full load; (b) no qualified person is available to carry the work as part of his normal load; (c) the work produces sufficient income to be self-supporting; (4) the additional duties must not be so heavy as to interfere with the performance of regular duties. When extra compensation is paid, it shall be in line with compensation paid for performance of the employee's regular duties (BOR 803.1404) and in accordance with the approved College pay schedule for non-credit activities which is in effect at the time of training.

6. The provisions of the outside employment policy apply to all teaching done for other educational institutions, with the additional stipulation that the President of the other educational institution must request permission from the CCGA President for the services of the faculty member.

7. In seeking approval for other employment, a faculty member should submit the appropriate form for employment within or employment outside the University System, which can be found on the website.

3. Political Activities
Employees of the University System are encouraged to fulfill their civic obligations and otherwise engage in normal political processes of society. Nevertheless, it is inappropriate for USG employees to manage or enter political campaigns while on duty to perform services for the USG or to hold elective political office at the state or federal level while employed by the System.

Faculty who are interested in engaging in political activities should consult BOR Policy 8.2.18.3.

D. Conflicts of Interest

1. Gifts and Gratuities Prohibited
Employees shall not directly or indirectly solicit, receive, accept, or agree to receive a thing of value by inducing the reasonable belief that the giving of the thing will influence his or her performance or failure to perform any official action. The acceptance of a benefit, reward or consideration, where the purpose of the gift is to influence an employee in the performance of his or her official functions is a felony under O.C.G.A. §§ 16-10-2.

A USG employee or any other person on his or her behalf, is prohibited from knowingly accepting, directly or indirectly, a gift from any vendor or lobbyist as those terms are defined in Georgia statutes (O.C.G.A. 21-5-70(6) and 45-1-6(a)(5) b). If a gift has been accepted, it must be either returned to the donor or transferred to a charitable organization. A gift may be accepted by
the employee on behalf of the institution subject to reporting requirements of the Board of Regents. If the gift is accepted, the person receiving the gift shall not maintain custody of the gift for any period of time beyond that reasonably necessary to arrange for the transfer of custody and ownership of the gift.

For purposes of this policy a gift is defined as lodging, transportation, personal services, a gratuity, subscription, membership, trip, loan, extension of credit, forgiveness of debt, advance or deposit of money, or anything of value. A gift shall not include:

- Food or beverage consumed at an occasional meal or event, provided the value is reasonable under the circumstances but in no event exceeds $100 per person;
- Food, beverages, and registration at group events to which substantial numbers of USG employees are invited;
- Food, beverage, or expenses afforded employees, relatives or others that are associated with normal and customary business or social functions or activities;
- Actual and reasonable expenses for food, beverages, travel, lodging and registration provided to permit participation in a meeting, demonstration, or training related to official or professional duties if participation has been approved in writing by the Chancellor, the President, or his or her designee;
- Promotional items generally distributed to the general public;
- Textbooks, software, and instructional materials to be reviewed by teaching faculty;
- An award, plaque, certificate, memento, or similar item given in recognition of the recipient's civic, charitable, political, professional, private or public service or achievement;
- Legitimate salary, honoraria, benefit, fees, commissions, or expenses associated with the recipient's non-public business, employment, trade, or profession;
- Gifts from a person or entity who is neither a lobbyist nor a vendor as those terms are defined in State Statutes, nor a student or patient at an institution;
- Consulting fees, honoraria, or financial benefits from sponsors or foundations, received in conformance with University System, campus policies, and Georgia law;
- Gifts to or from University System foundations or other separately incorporated, charitable entities.

2. Apparent Conflicts of Interest
An employee shall make every reasonable effort to avoid even the appearance of a conflict of interest. An apparent conflict exists when a reasonable person will conclude from the circumstances that the employee's ability to protect the public interest or perform public duties is compromised by personal, financial, or business interest. An apparent conflict can exist even in the absence of a legal conflict of interest. Employees are referred to State Conflict of Interest Statutes O.C.G.A. §§45-10-20 through §§45-10-70 and Board of Regents Policies 8.2.18.2 and institutional policies governing professional and outside activities.

Each USG employee has an ongoing responsibility to report and fully disclose any personal, professional, or financial interest, relationship, or activity that has the potential to create an actual or apparent conflict of interest with respect to the employee’s USG duties.
3. Other Rules of Conduct
Every employee shall make a due and diligent effort to determine whether he or she has a conflict of interest or appearance of conflict before taking any action.

Every employee shall continually monitor, evaluate, and manage his or her personal financial and professional affairs to ensure the absence of conflicts of interest and appearance of conflicts.

4. Violations
A violation of any Personnel Conduct policy may subject an employee to disciplinary action, including termination of employment (BOR Policy 8.2.18.7).

E. Cooperation in Internal Investigations
All faculty members shall cooperate to the fullest extent possible in any internal investigation conducted by CCGA when directed to do so by the PVPAA or such other persons who have been given investigative authority by the President.

F. Employee Use of College Equipment
Materials and equipment owned by the College must be available at all times for institutional use; therefore, no employee is permitted to remove college property from the campus for personal use.

G. Employee Purchasing
Employees shall not purchase goods or services for personal use through channels used in the purchase of goods and services for the operation of the institution.

H. Reporting A Work-Related Injury or Illness
All employees of the College of Coastal Georgia shall be covered under provisions of the Worker’s Compensation Act. Any injury or illness suffered by the employee due to a work-related cause must be reported to the employee’s supervisor and to the Human Resources Office as soon as possible, but no later than five (5) days from the date of injury or onset of illness. Campus police may be called to complete an investigative incident report if deemed necessary and appropriate, but notification to the Human Resources Office is still required. An illness or injury that is not an emergency but requires medical attention should be reported to the Department of Administrative Services (DOAS) by Human Resources personnel in order to schedule medical treatment. An illness or injury deemed to be an emergency may be treated at an emergency facility, but Human Resources must be notified as soon as possible and follow-up treatment must be received from an approved physician coordinated through DOAS.

From time to time the College sponsors intramurals and other activities designed to facilitate employee socialization. Participation in these activities is encouraged but not required. An injury or illness resulting from participation in voluntary activities may not be covered by worker’s compensation, but should still be reported to Human Resources. Usually, such medical bills should be filed with the employee's health insurance provider.
I. Maintenance of Personal Data

It is the faculty member’s responsibility to promptly notify Human Resources and the Office of Academic Affairs of any changes in personal data such as changes in home address, telephone number, number and names of dependents, beneficiaries, and other such information. Changes in family status must be reported within 30 days, particularly if the employee has group health and life insurance coverage through the College. Persons who marry or divorce are reminded to consider whether or not tax withholding forms or beneficiary information should be updated.

A person whose name changes due to a change in marital status are required to request a new card from the Social Security Administration, and provide Human Resources evidence of the request. Employee personnel and payroll records will not be changed otherwise.

The employee’s personnel file must contain the home telephone number regardless of whether it is published or unpublished. The employee’s supervisor must be able to contact the faculty member in an emergency and for other reasons when needed.

III. HOLIDAYS AND LEAVE POLICIES

In each of the circumstances described in the leave policies below (except holidays), the faculty member must complete an electronic Leave Form in Employee Self-Service. The Office of Human Resources is responsible for the administration of the leave program. Detailed policies on all types of leave can be found on CCGA’s Administrative Policies webpage. For a review of the process for requesting and reporting vacation and sick leave, faculty members should return to Section IV and review “Absence of Faculty Member” and “Reporting Sick Leave and Vacation.”

Holidays
CCGA observes 12 holidays per calendar year during which the College is closed. Holidays that are to be taken will always be observed on a week day.

Regular employees who are benefits-eligible are also eligible for holiday pay with the following exceptions:

1. Employees on unpaid leave of absence will not be paid for a holiday which occurs during the unpaid leave;
2. Employees on leave without pay on the business day before and on the business day after the holiday will not receive pay for the holiday;
3. A new employee will not be paid for any holidays that occur before the first day of employment;
4. An employee who is terminating employment will not be paid for any holidays that occur after the employee’s actual last day at work, except in the case of a person who is retiring on January 1 and whose actual last day at work is the last business day before the Christmas holidays begin; and
5. Part-time, benefits-eligible employees whose work is seasonal (i.e. academic year only, no work between semesters, etc.) will not be paid for holidays or holiday hours which fall outside their regular working period.
Temporary employees are not eligible for holiday pay.

**Vacation**
Twelve-month full-time faculty members, including professional and administrative officers with academic rank and/or status, shall earn vacation at the rate of fourteen (14) hours per month. Faculty members employed on an academic year basis do not earn vacation time. For more information, see the CCGA Annual Leave policy.

**Sick Leave with Pay**
The sick leave accrual rate for full-time faculty is 8 hours (one working day) per month. Sick leave shall be cumulative. Academic-year faculty will accrue sick leave in the summer if they teach eight (8) semester hours or more. Unused sick leave may be converted into service credit with the Teachers Retirement System (TRS) if the employee has at least 480 hours (60 days) of unused sick leave at the time of retirement and if the employee meets other eligibility criteria established by TRS. An employee who transfers to another institution within the University System without a break in service shall be eligible to transfer all accumulated, unused sick leave.

A terminating employee shall not accrue sick leave or be entitled to use sick leave after the last working day of employment. An employee’s last working day of employment shall be his/her separation date. (i.e. If an employee submits notice of his/her resignation to be effective June 30, but is not actively at work June 30, the employee’s termination date will be amended in the record to be the last day he/she was at work, and sick leave cannot be claimed after that day. Similarly, an employee who leaves early on his/her last day of work may not claim sick leave and be paid sick leave wages after he/she leaves that day.)

Sick leave is a privilege and is to be used for legitimate, qualifying reasons only. Fraudulent use of sick leave shall be a serious matter and repeated instances of abuse may be grounds for disciplinary action up to and including termination.

Employees requesting sick leave must submit a request through the electronic format with supervisor’s approval. If the sick day has already occurred, a request for past dated absences cannot be submitted. Instead, the employee must add the time directly to his/her timecard, then have the supervisor approve. Upon approval of sick leave by the supervisor, if the employee has no accrued sick leave available, the leave will be charged against the employee’s vacation. If the employee exhausts all paid sick and vacation leave and is still unable to return, the Assistant Vice President of Human Resources and Auxiliary Services will designate that the employee be placed on Family/Medical Leave if the employee is eligible, and if the reason for the absence is an event which qualifies for Family/Medical Leave. The employee may also wish to apply for Sick Leave Without Pay.

For absences of five (5) days or less, the employee must complete the form immediately upon his/her return to work. For absences that will last longer than 6 or more days, a leave form must be submitted to the Office of Human Resources by the 6th day, and medical certification is required. If the employee is unable to provide the leave form, the supervisor should submit it for the employee. *A physician’s statement shall always be required for absences due to illness that exceed five (5) continuous working days.* However, a physician’s statement may be required at other times and for other reasons at the discretion of the supervisor or the Office of Human Resources.
Sick Leave may be granted at the discretion of the institution and upon approval by the supervisor for an employee’s absence for any of the following reasons:

**Illness or injury of the employee**
If an ill or injured employee is not able to return to work after the five days, the physician’s statement should include an estimate of how long the employee will likely be out of work. It is the employee’s responsibility to provide updated medical certification if the employee is not able to return to work at the expiration of the current certification. In addition, it is the employee’s responsibility to provide medical documentation to the Office of Human Resources prior to his/her return to work if there are any limitations or restrictions on the employee which will affect his/her working hours or which will prevent him/her from performing any of the job duties.

**Medical and dental treatment or consultation**
Sick leave may be claimed for the actual time necessary for the treatment or consultation. If the treatment or consultation is for a spouse, minor child, or elderly parent, such treatments or consultations may be claimed against sick leave when the employee’s presence is necessary. At the supervisor’s discretion, supporting documentation may be required.

**Quarantine due to a contagious illness in the employee's household.** Supporting medical documentation will be required to substantiate the need for quarantine.

**Illness or injury in the employee's immediate family requiring the employee's presence.** If the employee requests sick leave for more than five (5) consecutive work days, a medical certification from the patient’s physician is always required. However, supervisors have the discretion to require supporting documentation at any time. The supervisor may also deny the leave or allow the employee to use vacation instead of sick leave. With this in mind, the following shall be a guide for both employees and supervisors:

- a. It may be considered reasonable that an employee’s presence will be necessary to care for the employee’s young child in the event of the child’s illness or injury. For minor illnesses, it should be considered unusual to need more than two consecutive work days per occasional episode. Frequent absences due to illness may need to be substantiated with supporting medical documentation.

- b. It may be considered reasonable for an employee’s presence to be required for short periods (up to 3 days) in the event of the major illness or injury of the employee’s minor child, unmarried child, spouse, or parent, to assist with the care of the individual during the recuperation period. In the event of a terminal illness or life-threatening injury of these same relatives, it may be reasonable to need longer periods of sick leave or to need frequent and regular short periods of sick leave to assist with the care of the individual; however, supporting medical documentation may be necessary.

- c. In the event of a terminal illness or life-threatening injury of the employee’s grandparent, parent-in-law, son-in-law, daughter-in-law, brother or sister, the supervisor may use discretion in allowing a minimal amount of sick leave per
individual occurrence to provide emotional support to the family (up to 8 working hours if local; up to 24 working hours if distance travel is necessary).

d. At the supervisor’s discretion, for the situations described in (a), (b) and (c) above, the following persons may also be interpreted as immediate family: step-parent, step-child, or step-sibling, depending on the current nature of the relationship.

e. In the event of the serious illness of a close friend or a family member not previously mentioned, the employee may request vacation.

Death in the employee's immediate family.
If the employee has accrued sick leave available for use, the employee may request paid sick leave in the event of a death in the immediate family for the purpose of making arrangements for and/or traveling to and attending the funeral. For purposes of this policy, immediate family shall usually be defined as the employee’s spouse, child, parent, brother, sister, grandparent, grandchild, parents-in-law, son-in-law, and daughter-in-law. At the discretion of the supervisor, “immediate family” may also include a step-parent, step-child, or step-brother, or step-sister, depending on the current nature of the relationship.

Sick leave may be allowed for 1 - 5 consecutive work days, but in no event shall sick leave extend beyond the day after the funeral. The length of sick leave allowed shall be at the supervisor’s discretion and will be based on such factors as the time required for traveling, the relationship of the deceased to the employee, whether or not the employee is a decision-maker with regard to making the funeral arrangements, and any other factors the supervisor deems relevant. To determine the appropriateness of the time requested, the supervisor reserves the right to inquire about the nature of the employee’s relationship to the deceased and the time, date, and location of the funeral. Any additional time desired may be granted as vacation at the discretion of the supervisor.

Sick Leave Without Pay
Any employee unable to return to work after exhausting all accumulated sick leave and accrued vacation leave may be granted sick leave without pay for a period not to exceed one year, subject to the approval of the President. The employee must request the leave in writing through the employee’s supervisor or the Assistant Vice President of Human Resources and Auxiliary Services, stating the length of the desired leave. The employee must also have his/her attending physician provide supporting medical certification to the Office of Human Resources Office which confirms approximately how long the employee will be unable to work.

Some factors which may be considered in approving or denying the leave are: (1) how long the individual has been continuously employed at CCGA or within the University System; (2) how long the employee has already been away from work, if applicable; (3) whether or not the employee is eligible for Family/Medical Leave not yet taken; and (4) whether or not the College can hold the employee’s position until he/she is able to return.

If the President approves such leave, the employee has the right to continue his or her group insurance benefits.
Family and Medical Leave Act (FMLA)
In accordance with the federal Family and Medical Leave Act (FMLA) of 1993, an eligible employee may be entitled to up to 12 work weeks of leave during a rolling 12-month period for one or more of the following reasons:

a. the birth and care of a newborn child of the employee (Certification is required from healthcare provider);

b. the legal placement of a child with the employee for adoption or foster care; (The employee shall provide prior notice of such expected birth or adoption in a manner which is reasonable and practical.)

c. the care of an immediate family member (defined as the employee’s spouse, child, or parent) with a serious health condition; (Certification is required from the healthcare provider of the relative who is the patient.) or

d. a serious health condition of the employee himself or herself, which renders the employee unable to perform the duties of his or her job. (Certification of the serious health condition is required from the healthcare provider of the employee.)

If the Family and Medical Leave is due to the illness of the employee, the employee will not be permitted to return to work without furnishing the College a certification from the healthcare provider that the employee is able to resume work. If the employee is not able to return to full duty, the return to work certification must clearly indicate any physical limitations. His/her restrictions will be reviewed on a case by case basis. The employer will attempt to accommodate but only when a position is available and is financially affordable.

To be eligible for FMLA, the employee must have worked for the University System of Georgia:

a. at least 12 months total, and
b. at least 1,250 hours during the 12-month period immediately preceding the commencement of such leave.

If the employee is approved for FMLA, he/she generally has a right to return to the same position, or an equivalent position in terms of pay, benefits, and working conditions. Certain “key employees” may be denied job restoration if they are among the highest-paid 10% of employees and if such denial is necessary to prevent substantial and grievous economic injury to the operations of the employer.

Family and Medical Leave allows the employee to maintain his/her employee insurance benefits during the period of leave with employer participation in the payment of premiums. No vacation or sick leave will accrue during the term of the Family and Medical Leave if the employee is in an unpaid status. If the employee has sufficient sick and/or vacation time to continue to receive payment while out on leave, the standard accruals will continue.

If the employee desires to use Family and Medical Leave, he/she should complete three forms listed below and return to Human Resources:
1. CCGA Personnel Action Form (PAF) - complete the “Leave of Absence” section. Found on the CCGA website under Human Resources Forms.
2. FMLA request form: Found through the following link:
   [http://www.usg.edu/hr/benefits_docs/fmla_leave_request.pdf](http://www.usg.edu/hr/benefits_docs/fmla_leave_request.pdf)
3. Medical certification for healthcare provider to complete:
   a. For employee’s serious health condition:
      [http://www.usg.edu/hr/benefits_docs/WH-380-E.pdf](http://www.usg.edu/hr/benefits_docs/WH-380-E.pdf)
   b. For employee’s family member’s serious health condition:

The Assistant Vice President of Human Resources and Auxiliary Services may designate that an employee be placed on FMLA (if he/she is eligible for the leave) without the employee’s express request. The employee has the right to appeal any decisions made by the employer regarding the use of Family and Medical Leave by contacting the Office of Human Resources for more details.

General information on FMLA from the Board of Regents website, as well as the CCGA Administrative Policies Manual:
[Human Resources - University System of Georgia](http://www.usg.edu/hr/benefits_docs/fmla_leave_request.pdf)
[College of Coastal Georgia: Administrative Policies](http://www.usg.edu/hr/benefits_docs/WH-380-E.pdf)

**Military Leave with Pay**
An employee who receives orders for active military duty shall be entitled to absent himself or herself from his or her duties and shall be deemed to have a leave of absence with pay for the period of such ordered military duty, and while going to and returning from such duty, not to exceed a total of eighteen (18) workdays in any one (1) federal fiscal year (October 1 - September 30). Military pay may be extended as provided for in the case of a Governor’s Declared Emergency or award of Military Pay Differentials. For more information, see CCGA’s Military Leave Policy.

**Miscellaneous Leave**
An employee may also receive leave with pay for court leave, organ or marrow donor leave, and voting leave. For more information, see CCGA’s Miscellaneous Leave policy.

**Leave for Emergency Closings**
In the event of severe weather or any other emergency which requires the College to close its normal operations, the President of the College may declare leave with or without pay for the closing. Eligible employees who may be considered for Paid Emergency Leave are regular employees. “Regular employees” are defined as benefits-eligible employees and part-time employees who are not classified as temporary.

Paid leave for emergency closings shall be administered for eligible employees in the following manner:
1. Eligible employees whose normal work schedule falls within the closing period, and who have not been previously approved for other leave, and who would have been at work were it not for the emergency closing, will be placed on Paid Emergency Leave for their normally scheduled working hours which fall within the emergency closing period.
2. Eligible employees whose normal work schedule falls within the emergency closing period, but who are already approved to be out for other leave (either paid or unpaid) for any part of the closing period, will continue on the approved leave as scheduled, but will
be placed on Paid Emergency Leave for any part of the closing period which was not already covered by the other leave.

3. Eligible employees who are already approved to be out on other leave (either paid or unpaid) which coincides with the entire period of the closing, will continue on the approved leave as scheduled. No Paid Emergency Leave will be granted.

4. Bi-weekly paid eligible employees who are asked to work during the closing period (known as “essential personnel”) will be compensated at double their regular hourly rate for the hours worked during the closing, and they will be placed on Paid Emergency Leave at their regular hourly rate for the hours they do NOT work during the closing, but which are part of their normal work schedule.

5. Monthly-paid employees (exempt from overtime) who must work during the closing will not receive any additional compensation other than their regular salary.

6. Paid Emergency Leave shall not be granted to any individual after the campus is reopened. Employees who wish to leave town during an emergency are expected to be available to return to work when the campus reopens. Those who do not return may be placed on vacation or unapproved leave (without pay), depending on the circumstances.

IV. BENEFITS

As part of the University System of Georgia, regular employees who work 30 hours per week or more are entitled to medical insurance, dental insurance, life insurance, short-term disability insurance, long-term disability insurance, tax savings plans, and flexible spending accounts. Details are available in the Office of Human Resources, as well as the CCGA Benefits website.

In addition, insurance is available for employees who retire from the University System of Georgia and meet Board of Regents’ eligibility requirements. For more information, see the USG HR manual.

Insurance upon Death or Disability: The Board of Regents provides for different levels of insurance for employees and their dependents if the employee dies or becomes disabled while actively employed. Please refer to the Board of Regents policy which can be accessed here: http://www.usg.edu/hr/manual/dependents_of_deceased_employees_disabled_employees_or_retirees
EIGHT: EMERGENCY PROCEDURES

I. GENERAL EMERGENCY PLAN

A comprehensive Safety Management Plan/Emergency Response Manual for the College of Coastal Georgia is available in all administrative offices and the Information Commons. Each faculty member is encouraged to become familiar with this document. The following summary is intended to provide basic safety/emergency response information.

The Director of Campus Safety/Chief of Police is responsible for the safety and security of the college campus and should be notified immediately when any situation arises that may pose a threat to individuals on campus or to college property. The telephone numbers for notification are as follows:

All Emergency Calls: 911

All Non-emergency Calls and assistance (e.g., door locks, motorist assistance, safety escorts):
- 912-258-3133 (Brunswick)
- 912-552-5277 (Camden)

Contingency plans for fires, severe weather, bomb threats, and accidents/illnesses are outlined below. Any other occurrences of a crisis nature for which there is no detailed plan should be reported immediately to the Campus Police for proper instructions on how to proceed.

A. Fire
IN AN EMERGENCY, Dial 911

In all cases of fire, the College of Coastal Georgia Campus Police Department must be notified immediately.
- Know the location of the fire extinguishers, building exits and alarm system in your area and know how to use them. Training and information are available through the Campus Police Department at extension 5820 (Brunswick Campus) and 3306 (Camden Campus).
- If a minor fire appears controllable, remove a fire extinguisher from its holder, pull the pin, aim the nozzle at the base of the fire and squeeze the lever to emit the extinguishing agent. The Campus Police Department must be notified immediately.
- If an emergency exists (or the fire is apparently not containable), evacuate the area, activate the building alarm, dial 911, and contact the Campus Police Officer immediately.
- Caution: Each building’s alarm sounds only in that building.
- When the building evacuation/fire alarm is sounded, walk quickly to the nearest EXIT and alert others to do the same. Close all doors to confine the fire. Take all personal items with you.
- Assist the disabled in exiting the building. DO NOT USE ELEVATORS DURING A FIRE. Smoke is the greatest danger in a fire. If needed, stay near the floor and crawl to the exit.
- Once outside, move to a clear area at least 500 feet away. Keep streets, fire lanes, hydrants and walkways clear for emergency personnel.
- If requested, assist emergency crews as necessary.
• A Campus Emergency Command Post may be set up near the emergency site. Keep clear of the Command Post unless you have official business.
• Do not return to an evacuated building unless authorized by a college official.

NOTE: If you become trapped in a building during a fire and a window is available, place an article of clothing (shirt, coat, etc.) outside the window as a marker for rescue crews. If there is no window, stay near the floor where the air will be less toxic. Shout at regular intervals to alert emergency crews of your location.

B. Severe Weather
1. Lightning Storm Response
   • If outside, get inside the nearest building.
   • If no shelter is available, get inside closed vehicle. If you are caught in an open area, get prone or stay as low as possible and stay away from trees
   • Avoid the use of telephones and electrical equipment
   • Stay away from windows, doors and electrical appliances

2. Tornadoes
   • Campus Police/Public Safety will notify faculty and staff of tornado watches or warnings via e-mail
   • Tornado Watch means conditions are favorable for tornadoes to develop.
   • Tornado Warning means a tornado has been sighted in the area.
   • If a tornado develops on or near the campus, go to the first floor interior hallways
   • Stay away from windows.
   • If you are outdoors and have no available shelter, lie flat in nearest ditch, ravine or culvert with your hands shielding your head.
   • If you are in a vehicle, trailer, or temporary building, evacuate immediately and move to a more substantial structure or ditch, ravine or culvert.

3. Hurricanes
   In a time of crisis, you have a responsibility to yourself and to your family to take appropriate precautions to secure your property, make plans for evacuation if the order is given, determine in advance how you would treat pets, and generally have available a supply of food which does not require cooking, bottled water, gasoline in your vehicle, and batteries for your flashlight and your radio. Please read carefully the information regarding Hurricane Preparedness which can be found in the local telephone book. The key is that you need to think about these concerns NOW and not wait until a Hurricane Watch or Warning is issued for this region. Only if you begin to think through these issues will you be prepared when a storm arrives in this area.

Any decision to close the campus will be made and announced by the President. This would occur late in Hurricane Readiness Operating Condition 3 when estimated landfall by the storm is between 24 and 36 hours. By that time the campus should be prepared, depending on updated wind speeds and storm direction. All employees will be off the campus within twelve hours of the decision to close the campus, except those designated as part of the Command Post to be set up by Public Safety.

C. Bomb Threat
   If you observe a suspicious object or potential bomb on campus, DO NOT HANDLE THE OBJECT. Clear the area and immediately call the Campus Police Department.

Dial 911.
Volunteer, trained bomb sweepers will conduct a detailed bomb search. Employees are requested to make a cursory search of their area for suspicious objects and if found, to report the location to the Emergency Command Post which will be located in an area a safe distance from the object. DO NOT TOUCH THE OBJECT.

Do not open drawers, cabinets or turn on/off lights. Instructors and office personnel should instruct students and visitors to take all personal items with them during evacuation. Upon notice of a bomb threat, bomb sweepers will meet at the Emergency Command Post to receive instructions and updates.

Any person receiving a phone call concerning a bomb threat should ask the caller:

1. When is the bomb going to explode?
2. Where is it right now?
3. What kind of bomb is it?
4. What does the bomb look like?
5. Why did you place the bomb?

Keep talking to the caller as long as possible and record the following:

- Time of call (exact time if possible).
- Age and gender of caller
- Speech pattern, accent, possible nationality.
- Emotional state of the caller.
- Any background noise.
- Phone number of receiving site and caller number if ID is possible.

Then immediately call 911.

If an emergency exists, do not activate the building alarm. Walk quickly to the nearest EXIT and alert others to do the same. Assist the disabled. Once outside, move to a clear area at least 500 feet from the affected building(s). Keep streets, fire lanes, hydrants and walkways clear for emergency vehicles and personnel. Do not return to an evacuated area/building until instructed to do so by authorized personnel.

If a suspicious object is found, well trained personnel from the GBI, Kings Bay Naval Base or Ft. Stewart will be summoned to extricate the object and dispose of it.

**D. Accident, Illness, Etc.**

The following procedures should be used in the event of an emergency (accident, illness, etc.) occurring on campus:

1. The first person at the scene of the emergency is to remain at the site and is to send someone to call 911. Please give your name, the nature of your call and the exact location of the emergency. If the first person at the scene is a student, he or she should contact a staff or faculty member or a Campus Police Officer to provide help for the victim.

2. Notification to Campus Police should include type of emergency (i.e., illness, accident, etc.) and whether or not an ambulance should be or has already been called.
3. The person responding to the injured or ill person should wear latex gloves while offering assistance. The gloves may be obtained from the nearest secretary’s office or custodial closet.

4. In case of spills of blood or body fluids, DO NOT ATTEMPT TO CLEAN UP THE SPILL. Call Plant Operations to send a custodian who has been trained in the proper methods of clean up.

5. The Vice President for Student Affairs, or his or her designee, should report to the scene, if available, if the emergency involves a student. (ext. 7220)

6. If the victim is taken to the hospital, if possible, the individual who was on the emergency scene first or the person from Student Affairs should accompany the ambulance to the hospital to help provide information to the medical staff, the emergency contacts of the victim, and campus authorities.

II. EMERGENCY TELEPHONE NUMBERS

<table>
<thead>
<tr>
<th>Service</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campus Police</td>
<td>911</td>
</tr>
<tr>
<td>Ambulance</td>
<td>911</td>
</tr>
<tr>
<td>Dial from campus phones</td>
<td></td>
</tr>
<tr>
<td>Student Affairs</td>
<td>5800</td>
</tr>
<tr>
<td>Academic Affairs</td>
<td>5710</td>
</tr>
<tr>
<td>President’s Office</td>
<td>5705</td>
</tr>
<tr>
<td>Camden Center Director</td>
<td>912-510-3303</td>
</tr>
<tr>
<td>Plant Operations (for clean-up)</td>
<td>5830</td>
</tr>
<tr>
<td>Dial from public or off-campus phones</td>
<td></td>
</tr>
<tr>
<td>Student Affairs</td>
<td>912-279-5800</td>
</tr>
<tr>
<td>Academic Affairs</td>
<td>912-279-5710</td>
</tr>
<tr>
<td>President’s Office</td>
<td>912-279-5705</td>
</tr>
<tr>
<td>Camden Center Director</td>
<td>912-510-3303</td>
</tr>
<tr>
<td>Plant Operations (for clean-up)</td>
<td>912-279-5830</td>
</tr>
</tbody>
</table>

NOTE: Please call Campus Police at 912-258-3133 (Brunswick) or 912-552-5277 (Camden Center) for non-urgent or non-emergency requests.
NINE: REGULATIONS

I. STATEMENT OF EQUAL OPPORTUNITY

CCGA is an equal opportunity, affirmative action institution committed to cultural, racial, and multi-ethnic communities and compliance with the Americans with Disability Act. CCGA does not discriminate on the basis of any protected category in its educational program, activities, and employment. For more information, see the Equal Employment Opportunity Policy.

II. POLICY AGAINST HARASSMENT

It is the policy of College of Coastal Georgia (CCGA) that all employees and students have the opportunity to work and attend classes in an atmosphere and environment free from any form of harassment or retaliation based on race, color, religion, gender, sex, national origin, age, or disability. Such forms of harassment or retaliation constitute discrimination under various state and federal laws and will not be tolerated by the College. For more information, see the College’s Non-Discrimination and Harassment Policy.

III. OPEN RECORDS POLICY

CCGA complies with the Georgia Open Records Act, as amended by the 1999 General Assembly. This Act pertains to providing access, upon request, within three (3) business days, to certain public records. For the purposes of this Act, the term “public records” shall mean all documents, papers, letters, maps, books, tapes, photographs, computer-based or generated information, or similar materials prepared and maintained or received in the course of operation of a public office or agency and such items received or maintained by a private person or entity on behalf of a public office or agency which are not otherwise subject to protection from disclosure. Items that are protected from disclosure are specifically mentioned in the Act.

The College has designated the Vice President for Business Affairs (for personnel and business records) and the Registrar/Director of Admissions (for student records) as the College’s Open Records Officers. A supervisor or any other employee who receives a request, whether oral or written, for inspection and/or copying of any records or documents should refer the request immediately to the appropriate Open Records Officer. Written requests received by the designated Open Records Officer will receive a response within three (3) working days of when it is received.

IV. TOBACCO-FREE CAMPUS POLICY

Smoking or the use of any other form of tobacco products is not permitted on the Brunswick Campus or at the Camden Center. An employee who violates this policy will be warned. Repeated warnings may result in further disciplinary action. For more information, see the College’s Tobacco-Free Campus policy.

V. PROHIBITION OF WEAPONS ON CAMPUS POLICY
Subject to certain specified exceptions, all faculty, staff, students and visitors to the College of Coastal Georgia are prohibited from carrying or possessing any weapon or explosive compound while on College grounds or in College buildings. For more information, see the College’s Prohibition of Weapons on Campus policy.

VI. CHILDREN ON CAMPUS

It is the goal of the College of Coastal Georgia to provide a safe and effective learning environment for all students and a safe and effective workplace for all faculty and staff. Any action which interferes with this goal will not be permitted. At no time may a child who is not a currently enrolled CCGA student be left unattended on campus, including in a campus building, on campus grounds, or in a vehicle. Children must be under the direct supervision of a parent, legal guardian, or responsible adult at all times while on campus. Parents, legal guardians, or responsible adults of children considered disruptive or unsupervised will be asked to remove the children from the campus immediately. For more information, see the College’s Children on Campus policy.

VII. DRUG-FREE WORKPLACE

College of Coastal Georgia, in order to comply with the Drug Free Workplace Act of 1988, enforces the following policy:

No employee of College of Coastal Georgia may illegally engage in the manufacture, distribution, dispensation, possession, or use of illicit drugs or alcohol at the workplace. Such activity will be considered sufficient grounds for a serious adverse personnel action, including dismissal from employment.

Any current employee charged with a crime (other than a minor traffic offense) shall report being charged with such crime to the Hiring Office within 72 hours of the employee becoming aware of such charge. Failure to report being charged with such a crime may result in appropriate disciplinary action, up to and including termination of employment. The Hiring Office shall review the nature of the crime and make a determination on what, if any, action should be taken regarding the employee’s employment status until resolution of the charge.

Any current employee who is convicted of a crime (other than a minor traffic offense) shall report such conviction to the Assistant Vice President of Human Resources and Auxiliary Services within 24 hours of the conviction. Failure to report such conviction may result in appropriate disciplinary action, up to and including termination of employment. The BIC (Background Investigation Committee) shall review the nature of the crime and make a determination on what, if any, action should be taken regarding the employee’s employment status. The BIC shall review the crime utilizing the same standards as it applies in reviewing crimes committed by a candidate for employment but may consider other factors, including the length of employment of the employee and performance reviews.

VIII. COMPUTERS, E-MAIL, AND INTERNET USAGE

Technology resources provided by College of Coastal Georgia, both hardware and software, are made available to students, faculty, and staff as tools for enhancing and facilitating teaching, learning, scholarly research, communications, and the operation and administration of the
institution. Uses which are not directly related to these purposes shall be considered secondary activities which may or may not be permissible under the College’s Acceptable Use of Computers Policy or the University System of Georgia’s Appropriate Use Policy.

In special cases, faculty may be approved to take computers home or on official travel for college related use. Such arrangements are handled through the respective School offices.

As the computers, e-mail, and internet systems are intended for business use, the College reserves the right to monitor the systems from time to time to ensure compliance with this policy. The College cannot guarantee the privacy of computer files, electronic mail, or other information stored or transmitted. It shall never be an acceptable use of the College’s resources to download, view, copy, or retrieve materials that may be deemed, by the reasonable person standard, to be pornographic in nature. Nor shall it be acceptable to use the College’s resources to harass any individual or group.

VIX. FACULTY HANDBOOK UPDATES

The Faculty Handbook may be updated as needed under the direction of the Vice President for Academic Affairs with the approval of the President. When changes are made to the Faculty Handbook, faculty will be informed within a reasonable time frame. In relationship to expectations and criteria for Promotion and Tenure, faculty members normally will be required to meet the standards defined in the Faculty Handbook at time of application. Faculty Handbooks from 2013 forward are available in the Office of Academic Affairs. Editions prior to 2013 may be found in the Library archives.
APPENDIX A: CURRICULUM PROCESSES

As an institution continuing to grow to meet the needs of our students and the region, the College has established a curriculum review process for the establishment of new or modified curriculum.

All requests for curriculum change must be submitted using the Curriculum Proposal template, located on the College Portal. All proposals must be approved by the applicable departmental curriculum committee(s), chair(s), and dean(s) before submission to the Assistant Vice President for Faculty Affairs (AVPFA), who reviews for completeness and alignment with College and USG policies. The AVPFA will submit any completed proposals that align to College and USG policies to the College Curriculum Committee, Faculty Senate, and then PVPAA for review. In some instances, such as the case of a new degree, the proposal must then be sent to the USG for approval.

Proposals are due to the AVPFA on the 15th of each month, with the following annual deadlines:

<table>
<thead>
<tr>
<th>Month</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>December</td>
<td>Curriculum changes for implementation during the coming summer session.</td>
</tr>
<tr>
<td>January</td>
<td>Curriculum changes for implementation in the coming Fall Semester</td>
</tr>
<tr>
<td>February</td>
<td>Curriculum changes for implementation in Spring Semester of the coming academic year</td>
</tr>
<tr>
<td>March</td>
<td>New degree proposals</td>
</tr>
</tbody>
</table>

I. CURRICULUM PROCESS

Step 1 - Initial Development
When a (group of) faculty member(s) has an idea for new/modified curriculum, it should first be shared with relevant faculty, department chairs, and/or school deans.

If there are any possible budgetary implications, the idea is discussed with the Office of Academic Affairs. This includes creation of any new degrees, which must first be approved by the University System of Georgia through the “academic forecast” process before any formal proposals can be created. See Appendix A.II for further information on the academic forecast and new degree proposals.

Further guidance may be requested and provided by the Office of Academic Affairs at this stage of the curriculum process.

Step 2 - Curriculum Proposal Created
During the proposal creation stage, faculty are welcome to request assistance from the Office of Academic Affairs. Relevant USG policy is listed below.

- Area A – E: [USG Academic Affairs Handbook Section 2.4](#) and learning outcomes
- Area F: [Area F course requirements](#) and learning outcomes
  - Area F cannot contain upper level coursework.
- Major:
  - A bachelor’s degree may not exceed 120 hours, exclusive of physical education activity/basic health, and must include 39 credits of upper level
coursework with 21 in the discipline. (USG Academic Affairs Handbook Section 2.3.1)

- A.A. and A.S. in core curriculum have exactly 60 credits, exclusive of physical education activity/basic health. Career Associate Degrees have a minimum of 60 credits with a minimum of 20 credits of general education. (USG Academic Affairs Handbook Section 2.3.5)
- There is a USG process for deactivating and terminating programs. (USG Academic Affairs Handbook Section 2.3.3)

- Minor: Must contain 15 – 18 hours with at least 9 hours of upper level coursework (USG Academic Affairs Handbook Section 2.3.1)

Step 3 – Curriculum Proposal Vetted before Submission to Academic Affairs
Proposal should be shared with all impacted faculty for feedback (e.g., at a department meeting), but must be approved and signed by the departmental curriculum committee(s), department chair(s), and school dean(s) of all impacted departments/schools before submission to the Office of Academic Affairs. Impacted departments/schools are defined as those departments/schools that have oversight of any course listed within a curriculum proposal.

Step 4 - Proposal Submission
Curriculum Proposals must be submitted electronically to the AVPFA. Signed copies may be provided in a hard copy or in the electronic submission. Original word documents of all master syllabi and excel files of program maps must also be submitted at this time.

If the proposal is missing any required information (including master syllabi) or is not in alignment with College/USG policy, the AVPFA will work with the proposal author(s) to make corrections. Edits will be shared with the Chair of the department curriculum committee, who may decide the proposal requires another vote of the committee before proceeding, along with the Department Chair and School Dean.

Step 5 - CCGA Approval Process
The AVPFA will submit any vetted proposals to the Curriculum Committee. If approved by the Curriculum Committee, the Senate Chair who serves on the curriculum committee in an ex-officio role will forward the proposals to the Faculty Senate for their approval. At each of these review stages, the proposal is either accepted, rejected, or returned for recommended revisions.

The Faculty Senate Chair will inform the AVPFA of all curriculum action by the Curriculum Committee and Faculty Senate so that the AVPFA may coordinate with the proposal author(s) and departmental curriculum committee(s) for revision or with the PVPAA for further institution approval.

Step 6 - USG Approval Process
The following proposal types require additional approval by the USG:

- Inclusion of courses to Area A – E: Must be approved by relevant Academic Advisory Committee(s) and the USG General Education Council
• New degree/certificate or substantive change to an existing degree: USG System Office and, in some cases such as with a new degree, the Board of Regents

New academic minors require notification to the USG, but not approval. In all other cases, the proposal becomes official after VPAA approval in step 5.

**Step 7 - Curriculum Established**

After final approval, the proposed curriculum will be included in the next academic year's course catalog. Except for unusual circumstances, curriculum should not be used until it has been codified in the course catalog (e.g., the next fall).

**II. NEW ACADEMIC PROGRAMS**

New programs of instruction leading to the awarding of an associate or bachelor’s degree involve an institution-wide effort. The initial suggestion of a new program may originate from many sources both from inside and outside the institution, including any member of the faculty or staff. The development of the proposed new program, based on a formal needs assessment, should be coordinated by the School Dean of the instructional unit, which would have primary responsibility for offering the program in consultation with the PVPAA. The proposed program must be consistent with the College’s Mission and Strategic Plan.

Before a proposal for a new degree can be developed, a short rationale (no more than one page) should be prepared and submitted to the Office of Academic Affairs before August 1 of each year. The Office of Academic Affairs, along with the Deans Council and the President’s Cabinet, will decide whether to include the proposed new degree on the College’s Academic Forecast. The Academic Forecast is a process by which institutions’ request approval from the USG to develop a new degree proposal. To aid in this process, the Office of Academic Affairs has developed a guide to the academic forecast and developing a rationale. Faculty should contact the AVPFA for more information.

**III. COURSE REVIEW**

Courses included in the Catalog should be examined regularly in order to avoid duplication, continuing the inclusion of descriptions of courses not currently being taught, or courses that no longer serve the goals and objectives of the degree program(s) and/or department.

1. Programs of Study should be reviewed by appropriate faculty, every year, in a timely manner to submit any needed curriculum proposals.
2. Recommendations for course deletions should begin at the discipline level.
3. Criteria for consideration for deletion should include:
   a. Frequency at which the course has been taught in the past three years,
   b. Enrollment in classes when taught,
   c. Present "fit" within current programs of study,
   d. Questions of transferability where appropriate,
   e. Questions of current relationship to job entry level skills where appropriate,
   and
   f. Special justification for retaining a course if other factors would call for its deletion.

When a review indicates that a course should be discontinued, a proposal for deletion should be submitted to the College Curriculum Committee and the same process followed as under "New or Modified Curriculum" above.