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CAMPUS MEMORANDUM
UNIVERSITY OF SOUTH ALABAMA

November 12, 1987

TO: U.S.A. Faculty
FROM: *Jerry R. Williams*
Jerry R. Williams
Vice President for Academic Affairs

COPY: Ms. Maxey Roberts

SUBJECT: Faculty Handbook 1987-88

At the November 10, 1987, meeting of the Board of Trustees a revised Faculty Grievance Policy was approved. The Policy is enclosed. Please insert the new pages and discard the old.

I extend my appreciation to the members of the Faculty Senate, the Joint Policy Committee, the academic administration, the University Attorney and all others who worked on the revision.

Several other revisions and additions are enclosed with part, section and page number indicated.

No further changes to the Faculty Handbook are anticipated this year.

jb

Encl: Grievance Procedures for Faculty
Textbook Procurement
Non Reappointment
Faculty Teaching Load
Division of Computer and Information Sciences
Library Use





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GRIEVANCE PROCEDURES FOR FACULTY

1.0 PURPOSE AND SCOPE

- 1.1 The purpose of these Procedures is to provide an equitable procedure for investigating alleged grievances of individual members of the faculty of the University as presented by the aggrieved individual faculty member. A grievance proceeding should be initiated only in situations involving possible serious injustice to a faculty member of the University. A grievance hearing is in no sense a trial. Attempts to resolve the areas of discontent by informal discussion shall precede, continue through, and, preferably, be a reason for terminating a grievance proceeding.

2.0 DEFINITION AND GROUNDS

- 2.1 A "grievance proceeding" is a proceeding initiated by one or more members of the faculty of the University who claim(s) to have been directly wronged. Such a wrong is concerned normally with appointment, termination, tenure, promotion, academic freedom, reassignment, or similar actions of substantial effect. Nonreappointment decisions prior to the tenure-decision year are not grievable. In such instances, only matters of procedure are grievable, and reasons for nonreappointment, even during or after the tenure decision year, are not matters which are grievable. In the event the Grievance Committee, as defined in Section 6, determines an alleged grievance originates from actions not clearly defined above, the Notice of Grievance shall be referred to the Chair of the Faculty Senate to be treated as stated in Section 2.3. Upon exhaustion of the procedure therein described and if the grievance has not been resolved, the Notice of Grievance shall be treated as a normal grievance and returned to the Grievance Committee for action. All such actions seek correction of an asserted wrong. Such an asserted wrong may grow out of allegations of an improperly authorized action, of a substantial departure from duly established procedures, or because substantial evidence favorable to the grievant was allegedly not given appropriate weight or was neglected. A grievance proceeding is to be distinguished from a disciplinary action proceeding, which latter does not give rise to correction of the effects of wrongdoings, but instead looks to a dismissal or the imposition of some other sanction upon the wrongdoer.
- 2.2 Normally, only final decisions are subject to review by a grievance proceeding; grievance proceedings may not be brought to review recommendations of faculty committees or recommendations of administrators. A final decision may be the subject of only one grievance proceeding by any grievant.

- 2.3 In the event of an asserted wrong not clearly defined in 2.1 and 2.2 above should be raised, the Faculty Senate shall, after all appropriate administrative solutions have been sought, consider the asserted wrong and determine if it should be the subject of a grievance proceeding and return its determination to the Grievance Committee.

3.0 INFORMAL SOLUTION

- 3.1 No grievance proceeding should be initiated unless, in an attempt to resolve the problem, the grievant has made every reasonable effort to resolve the problem on an informal and internal basis. This normally entails discussions with the grievant's departmental chair, the dean of the college or division, and the appropriate vice president. This informal process is here understood to exclude legal representation.

4.0 INITIATION

- 4.1 A grievance proceeding shall be initiated by a written Notice of Grievance. Such notice shall:
 - 4.1.1 Contain a concise statement of the allegations giving rise to the grievance.
 - 4.1.2 State the relief sought.
 - 4.1.3 List the persons with whom discussions were had on the problem in an attempt to resolve it on an informal basis.
- 4.2 The grievant shall send the Notice of Grievance simultaneously to:
 - 4.2.1 The President of the University.
 - 4.2.2 The Chair of the Faculty Senate.
 - 4.2.3 The appropriate departmental chair.
 - 4.2.4 The appropriate dean.
 - 4.2.5 The Vice President for Academic Affairs, the Vice President for Medical Affairs, or appropriate other officer.
 - 4.2.6 Any other persons named in the Notice of Grievance.

4.3 The alleged wrong must have occurred within six (6) months of the date of the Notice of Grievance. The six month period shall not include the Summer Quarter for nine-month faculty or authorized leaves of absence. If an exception to this provision is to be sought, before filing the Notice as per Section 4.2 the grievant should send the Notice with a request for an exception to the Chair of the Faculty Senate. The Chair will convene a subcommittee of the Grievance Committee Pool to consider the request for the exception. The subcommittee of the Grievance Committee Pool will communicate its decision to the grievant in writing within three (3) weeks. If the request is approved, the grievant should append such approval to the Notice of Grievance and proceed to file it as per Section 4.2. If the request is not approved, there shall be no further proceedings under these Procedures.

5.0 ESTABLISHMENT OF THE GRIEVANCE COMMITTEE POOL

5.1 The Chair of the Faculty Senate, the Vice President for Academic Affairs, and the Vice President for Medical Affairs shall together, the spring of each year, nominate a pool of fifteen (15) faculty members to serve as potential grievance committee members during the succeeding twelve (12) months from 1 June through 31 May. Initially, one-third of this number shall be appointed for a one-year term, one-third for two-year terms, and one-third for three years. Thereafter, all appointments will be for three years, with five (5) new appointees being named each year. Any necessary interim replacements will be for the unexpired term of the person being replaced. After the pool has been formed, it will be convened by the Chair of the Faculty Senate, in consultation with the Vice President for Academic Affairs and the Vice President for Medical Affairs, for familiarization with these Procedures. During any one calendar year, no member of the pool shall be asked to serve on more than two (2) grievance committees, nor shall the member be asked to serve on two (2) committees simultaneously. In the event the pool is exhausted and the necessity for a grievance committee should arise, the Chair of the Faculty Senate, the Vice President for Academic Affairs, and the Vice President for Medical Affairs shall nominate to the pool an additional five (5) members for that appointment year. Only those members of the faculty who hold tenure and the rank of Professor or Associate Professor or equivalent rank and who hold full-time appointments on the faculty of the University shall be eligible to be appointed to the Grievance Committee Pool. Officers of Administration, Academic Deans, and General Administration Staff shall not be eligible for service on the Grievance Committee Pool.

5.2 A standing subcommittee of the grievance committee pool, referred to in Section 4.3, shall be appointed with one member being appointed by the Chair of the Faculty Senate, one member selected and appointed by the Vice President for Academic Affairs and one member selected and appointed by the Vice President for Medical Affairs.

6.0 SELECTION OF THE GRIEVANCE COMMITTEE

- 6.1 Once a Notice of Grievance has been filed as per Section 4.2, the President shall appoint within thirty (30) days a Grievance Committee made up of three (3) members of the faculty of the University selected from the Grievance Committee Pool. The copies of all letters of appointment to a Grievance Committee will be provided to the Chair of the Faculty Senate, the grievant, the appropriate departmental chair, the appropriate dean, the Vice President for Academic Affairs, the Vice President for Medical Affairs and appropriate other officer or persons named in the Notice of Grievance.
- 6.2 The grievant and those persons listed in Section 4.2 of these Procedures shall have a right to challenge any person appointed to membership on the Committee because the Committee member is related to the grievant or to any person directly involved in the action or decision which is the subject of the grievance or to any person who made recommendations as to such actions or decisions, or because of past association with such person which would prejudice the Committee member's judgment. To exercise the right to challenge, the challenging party must send a written notice to the President of the University within fourteen (14) days of appointment, with copies sent to those named in Section 4.2. A ruling by the President excluding any individuals named in Section 4.2 shall determine whether the facts present grounds for disqualification and his decision shall be final. The ruling by the President shall be issued within fourteen (14) days of the receipt of the challenge notice.
- 6.3 The appointment mechanism provided for in Section 6.1 shall be continued until such time as a Grievance Committee is constituted. In the event of a successful challenge, the President shall appoint, within ten (10) days of notice of such successful challenge, replacement faculty members equal in numbers to those successfully challenged.
- 6.4 Once the Grievance Committee is constituted, the Chair of the Faculty Senate shall appoint one of the members as Chair. The Committee Chair shall convene the Committee within fourteen (14) days. Upon first convening, the Committee shall acquaint itself with these Procedures.

7.0 INITIAL DETERMINATION

- 7.1 The Grievance Committee shall determine on the basis of the Notice of Grievance and any written statement of the cause submitted pursuant to Section 4.2 of these Procedures whether there are sufficient facts alleged to make it appear that grounds for a grievance proceeding exist, and that a hearing should be held.
- 7.2 If the initial determination is affirmative, the Notice of Initial Determination shall state the date, time, and place when and where the hearing on the grievance shall occur. Once set, it may be extended only by the Chair of the

Grievance Committee for reasons that, in the Chair's opinion, are compelling.

7.3 If the initial determination is negative, the Notice of Initial Determination shall state the reasons for that negative decision, and there shall be no further proceedings under these Procedures.

7.4 The Notice of Initial Determination shall be distributed to the grievant and those listed in Section 4.2.

8.0 GRIEVANCE COMMITTEE PROCEDURAL RULES

8.1 Unless overruled by a majority of the Grievance Committee, rulings of the Chair shall be final on all questions except those pertaining to the initial determination and the substance of the findings and recommendations of the Committee which are sent to the President. All other provisions of these Procedures pertaining to the authority of the Chair shall be subject to this section.

8.2 The Chair may establish such other rules, within the general guidelines of these Procedures, as deemed necessary.

8.3 The Chair of the Grievance Committee shall arrange for the official tape recordings of the hearing. No other recording or transcription of the hearing shall be permitted unless specifically authorized by the Committee Chair. Upon request of either party, the Chair shall arrange for the parties to be given, as soon as possible after each session of the hearing, a copy of the official tape recording. The University will assume costs associated with the tape recordings.

8.4 Two (2) members of the Grievance Committee, one of whom must be the Chair, shall constitute a quorum for transaction of the business of the Committee. No member who is absent during any part of the hearing may participate in the preparation of findings and recommendations of the Committee without first listening to the official tape recording of the portion of the hearing conducted in the Committee member's absence.

- 8.5 At the hearing the grievant shall present evidence, following which other evidence shall be received, as specified in Section 8.8. The grievant shall have the burden of persuasion.
- 8.6 Where more than one grievant complaining of a wrong arising out of the same set of facts has a hearing pending, the hearings may be consolidated with the approval of all such grievants and of the Grievance Committee first appointed to hold such hearings. The consolidated hearing shall be conducted by that Grievance Committee.
- 8.7 The Chair of the Grievance Committee shall:
 - 8.7.1 Call witnesses before the Committee as requested by the grievant, the person grieved, and members of the Grievance Committee.
 - 8.7.2 Maintain an orderly hearing and permit no person to be subjected to abusive treatment. The Chair may eject or exclude anyone whose conduct is disorderly.
- 8.8 The grievant and the person grieved shall be permitted to:
 - 8.8.1 Examine all evidence presented to the Grievance Committee.
 - 8.8.2 Present evidence available to them and question witnesses. In addition, witnesses unable to attend, in the opinion of the Grievance Committee, may submit written or taped statements to the Grievance Committee. Such inability shall be found only in cases of serious illness or death of the witness or a family member, or physical absence from the area due to pre-existing plans which cannot be changed. The Chair of the Grievance Committee may request the Chair of the Faculty Senate to assist in the appearance of witnesses at the hearing. The Chair of the Grievance Committee may request the Chair of the Faculty Senate to assist in the appearance of witnesses at the hearings.
 - 8.8.3 Present an oral or written argument, or both, prior to the conclusion of the hearing.
- 8.9 The grievant and the person grieved shall be permitted to be represented by any tenured faculty member of the University the subject individual may select and who is willing to serve, except that attorneys admitted to practice law before any state or federal court are excluded from the category of these individuals who may represent the grievant or the person grieved.
- 8.10 Any rights conferred on the parties at the hearings by these Procedures may be exercised by their respective representatives.

- 8.11 At the hearing, the members of the Grievance Committee may ask questions of any witness, of the grievant, or of those persons listed in Section 4.2 of these Procedures.
- 8.12 At the hearing the following persons should be present: the Grievance Committee members, the grievant, the person grieved and their respective representatives and the current witness.
- 8.13 Hearings shall be open, unless the grievant or others request that the hearing be closed. Such reasons should be set forth to the Chair of the Grievance Committee who will make the determination and the Chair's decision shall be final. The usual basis for hearings that are not open is because the subject matter is determined to be one of a sensitive and confidential nature. However, other reasons may be deemed to be valid and appropriate by the Chair of the Committee.
- 8.14 Any correspondence, notices, evidence which is exchanged, shall be distributed to the grievant and those listed in Section 4.2.

9.0 FINDINGS AND RECOMMENDATIONS

- 9.1 Following conclusion of the hearing, the Grievance Committee shall meet in executive session, with all other persons excluded. In this session, the Committee shall prepare its findings of fact and recommendations to the President for settlement or solution of the grievance. Executive Sessions of the Grievance Committee shall not be taped.
- 9.2 The Grievance Committee shall make its written report as promptly as possible, but not later than thirty (30) days after the last hearing date, to the Chair of the Faculty Senate and to the President, with copies to the grievant and to those persons listed in Section 4.2 of these Procedures. The official recording of the hearing and the Committee's file on the proceedings shall be forwarded to the President at this time.
- 9.3 In its deliberations, the Grievance Committee shall consider no evidence other than written, oral, or taped testimony at the hearing.

10.0 PRESIDENTIAL ACTION

- 10.1 Upon receipt of the report of the Grievance Committee, the President of the University shall review the findings and recommendations of Grievance Committee and decide upon the action to be taken on the Committee's recommendation.
- 10.2 The President shall send the Notice of Decision promptly to the grievant, to the persons named in Section 4.2, and to the Grievance Committee, unless the President returns the matter to the Grievance Committee for clarification or further proceedings as appropriate. In either case, this action shall occur not later than thirty (30) days after receipt of the report.
- 10.3 The decisions of the President in each case are final.

11.0 TIMELINESS

- 11.1 It is expected that all procedures will take place in a timely fashion, and that all parties involved shall strive to adhere to the time limits established in these Procedures. However, mitigating circumstances may delay a particular action beyond its deadline, and such a delay should not be construed as a procedural violation, as long as the involved parties are acting in good faith. In any event, it is expected that a final resolution will be reached within twelve (12) months from the date of the Notice of Grievance.
- 11.2 The term "days" used throughout these grievance procedures for faculty is defined as university working days or those days that are regularly scheduled for faculty members to be working at the University.

Originally submitted 1/22/85 by JPS/Faculty Senate; revised 9/29/87 by University Attorney; approved by Vice President Council 10/6/87.

The following information should be inserted under Part I University Organization and Governance, V University Administration, B Vice President for Academic Affairs:

Dean of Division of Computer and Information Sciences

The Dean of the Division of Computer and Information Sciences is the executive officer and reports to the Vice President for Academic Affairs. The Dean has the following responsibilities:

- * To maintain academic standards and enforce the rules and regulations of the University, Division and department.
- * To recruit and recommend new faculty, review all salaries, and recommend promotion and tenure in consultation with the chair and promotion and tenure committee.
- * To recommend, supervise, and develop the Division's programs with appropriate committees and faculty.
- * To recommend, and administer the budget for the Division and to exercise budgetary control over appropriations.
- * To assign space and equipment resources allocated to the Division.
- * To review publications originating within the Division.
- * To engage in public relations activities promoting the University and Division.
- * To coordinate Division programs with other colleges of the University.

a. Departmental Chair

The departmental chair reports to the Dean and is responsible for general direction and supervision of the department. Departmental chair functions are described in a subsequent section.

The following information should be inserted under Section B, Vice President for Academic Affairs, in the table of contents:

Dean of the Division of Computer and Information Sciences

- a. Departmental Chair
- b. Coordinators
 - 1. Graduate Program Coordinator
 - 2. Foundation Coordinator
 - 3. Information Systems Coordinator
 - 4. Systems Science Coordinator
- c. Standing Committees

The following should replace Section IX in Part III of the Faculty Handbook, p. 133

IX LIBRARY USE

The University of South Alabama Libraries consist of the University Library and the Biomedical Library. The collections and services are designed to support specific clientele. The University Library's primary clientele includes the College of Arts and Sciences, Business and Management Studies, Education, Engineering, and the Division of Computer and Information Sciences. The Biomedical Library has facilities in the University Library building and at the USA Medical Center. The Biomedical Library's primary clientele includes the College of Allied Health Professions, Medicine and Nursing. University faculty members have access to the collections of both libraries.

Circulation of Materials

All faculty members must present a current University identification card before borrowing materials.

Books circulated to faculty will be due on the last day of the fall or spring academic term. At this time, all books must be brought to the Library and returned, or renewed. Faculty members with overdue books will be blocked from further borrowing.

Each academic term faculty or staff members may authorize a student assistant, staff member, or other agent to charge-out or renew materials for him/her by sending written authorization signed by him/her to the appropriate Circulation Department. (This authorization will be kept on file at the Circulation Desk.) The faculty member's ID card must be presented for each transaction.

For further information see the University of South Alabama Libraries Circulation Policy 1987.

Reserve Materials

Faculty members may place materials on reserve each academic term. For further information, contact the Reserve Department of the appropriate library.

Interlibrary Loan (ILL)

The Libraries will attempt to borrow materials not in their collections from other libraries via ILL. The material will be circulated under the regulations set forth by the lending libraries. For further information, contact the appropriate Library's ILL Department.



Biomedical Library

Loans

Identification Cards

To borrow Biomedical Library materials you will need a current identification card designating your affiliation with the University of South Alabama.

Book Loans

Faculty book loans are for a maximum loan period of two academic quarters. All materials borrowed by faculty members must be returned by the close of the fall and spring academic terms.

All loans to faculty are subject to recall upon request after the initial two-week loan period.

Faculty who leave for extended vacations or sabbatical leave are expected to return all library materials on loan to them before departing.

Journal Loans

The loan period for Biomedical Library journals is 3 days. Nursing journals do not circulate outside the Biomedical Library.

Restricted Material

Certain Biomedical Library materials used by a number of departments, although not specifically reference works, are kept as non-circulating and are restricted to use in the library.

Accountability for Loans

Circulating materials are loaned to individuals only.

The borrower will be billed for library materials lost or damaged while in his/her charge.

Department funds cannot be used for such payments.

The Biomedical Library will make one billing only. Annually, all unpaid bills will be forwarded to the Business Office for appropriate action.

Telephone Requests

Telephone requests for books to be delivered by campus mail delivery service, or for renewal of materials already charged out, are not acceptable. Individual faculty or their agent borrower must make the request in person at the Circulation Desk.



Acquisition of Library Resources

As a faculty member, you are invited to assist in the development and strengthening of the Biomedical Library's collections. Your suggestions for the purchase of books, placing of new subscriptions, and acquisition of back sets of periodicals will be welcomed. Contact the Collection Development Librarian at the campus location, telephone 460-6276.

Rush requests are given highest priority throughout the ordering and cataloging process. Because rush items are more expensive to process since they are handled outside the normal set of routines, such orders should be held to a minimum.

Gifts of books, periodicals, and serials from departments or individuals are welcomed. It is understood, however, that the Biomedical Library is free to use the material in whatever ways will best promote its growth. Prospective donors should call 460-6276 and ask for the Collection Development Librarian. Evaluations for income tax purposes require that the donor obtain a third party appraisal.





CAMPUS MEMORANDUM

UNIVERSITY OF SOUTH ALABAMA

February 15, 1987

TO: All Faculty

FROM: *Jeral Williams*
Jeral R. Williams
Vice President for Academic Affairs

Enclosed is the latest edition of the Faculty Handbook. The editorial changes include the use of language which is neutral with regard to gender, the changes in administrative organization which have occurred since the previous edition, and changes in practices which reflect current accepted practices. All such changes are intended as improvements in communication and not as substantial policy changes. Substantial policy changes have gone through the established Joint Policy Committee process. Substantial changes have been reviewed by the Senate, the Deans, the Joint Policy Committee, the University Attorney and approved by the President and the Board of Trustees. These include:

- Clinical Appointments in Nursing and Allied Health
- Promotion Policy
- Tenure Policy
- Faculty Grievance Policy (A more recent Faculty Grievance Policy is in the final stages of consideration and will be issued when approved.)
- Transfer of Equipment

All policies are in effect as published with one caveat. Faculty who were hired under the policies of the previous editions of the Faculty Handbook are entitled to a choice between Handbooks with regard to time in rank for promotion eligibility and time of probationary service for tenure eligibility. The choices are presented in a separate letter. Obviously, the new promotion and tenure policies will be in effect for all faculty appointed September 1, 1987, and thereafter.

The latest edition of the Handbook is the result of a long, difficult process. I extend my appreciation to the many faculty, staff and administrative personnel who have contributed to the new, and hopefully, improved, edition of the Faculty Handbook.

As with any major change, there is always the opportunity for error. If you discover any problems with this edition, please let me know.

jb



FACULTY HANDBOOK

University of South Alabama
Mobile, Alabama 36688

Spring 1987 Issue



F O R E W O R D

The Faculty Handbook sets forth policies, procedures, regulations, organizational structures, channels of communication, and faculty benefits generally applicable to the faculty at the University of South Alabama, along with other items of information. It should be noted that the College of Medicine has, since its inception, evolved its own structure of policies and procedures. Those policies and procedures, which differ in any substantive way, are included in Part IX.

Thus, the 1987 edition of the Faculty Handbook supersedes all previous editions and is applicable in every respect on publication to all faculty presently employed.

The University reserves the right to make changes in the Faculty Handbook as required.

P R E F A C E

Work was begun on the 1981 edition of the Faculty Handbook during the academic year 1979-80. At that time, a joint committee, consisting of representatives of the Faculty Senate's Handbook Committee and the Council of Academic Deans, worked out and adopted a procedure for developing an improved Faculty Handbook. Earlier editions had been seen as the end product of an editorial process that did not adequately take into account the diverse viewpoints of the University community. As a result, earlier handbooks were, to some extent, incomplete. The new procedure that the committee adopted was this: they decided to publish a Faculty Handbook in potentia. Beginning with a comprehensive outline for a faculty handbook developed by the American Council on Education, the Committee restructured it to fit local conditions and fitted existed handbook material into the resulting framework. Essentially, the fruits of that effort constitute the present edition of the Faculty Handbook.

The important thing to understand about this concept, as adopted by the joint committee, is that the Handbook becomes essentially a process rather than a product, as previous editions have been. The Office of Academic Affairs worked out and published guidelines for the orderly and thoughtful development of academic policies for the University of South Alabama. These guidelines have at their center a joint committee, similar to the one that developed the new handbook concept, consisting of representatives of the Faculty Senate's Policy and Planning Committee and the Council of Academic Deans. This joint committee was charged with using the 1981 edition of the Faculty Handbook as a guide to the development of needed policies. Throughout the volume, missing policies and policies under development are clearly indicated. The intent of these indications is to make quite visible both those areas in which policy exists and those areas in which policy does not exist. In this way, faculty and administration alike can participate in the decisions that need to be made concerning those policies that need to be developed, those that may be unnecessary, those that may require modification, and the relative priorities involved. The looseleaf format of the Handbook has been adopted specifically to facilitate changing and augmenting its contents as the academic policy structure of the institution grows and evolves. In this way, it is hoped that the Faculty Handbook will become a dynamic publication working always toward its own improvement and the betterment of the institution as a whole.

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PART I

UNIVERSITY ORGANIZATION AND GOVERNANCE



The University of South Alabama was created by Act of the State Legislature approved May 9, 1963. All provisions relating to the establishment and operation of the University embodied in the Act are found in Sections 16-55-1 through 16-55-9, Code of Alabama 1975.

II MISSION

The University of South Alabama is a comprehensive, coeducational, state-assisted institution. The University serves as a major center of undergraduate, graduate, and professional education for Alabama, the Gulf Coast region, and the southeastern United States. The University's mission encompasses the three traditional academic functions of teaching, research, and public service.

A broad educational component forms a common core of undergraduate instruction supporting technical, professional, and liberal arts curricula at the upper division and graduate levels. The undergraduate curriculum is designed to expose students to many values and to develop communication and thinking skills that will provide them with thorough preparation for professional careers and lifelong learning.

Through its graduate program the University provides students with opportunities for independent investigation, creative achievement, and the advancement of knowledge in a broad range of disciplines. Graduate programs are directed toward preparing students for professional and academic careers.

Through its Baldwin County campus and off-campus programs, the University is committed to responding to the educational goals of citizens throughout its service area. Such programs enhance the access of clientele to higher education and offer instruction that is relevant to the particular educational needs and interests of a variety of communities.

As an academic health center, the University is dedicated to the education of physicians, health scientists, allied health professionals, and nurses who will provide the community and region with the highest quality health care and who will provide excellence in leadership in the practice and science of medicine. The University also seeks to promote improved health care delivery in Alabama through research, teaching, and demonstration programs across the southern half of the State.

Scholarship is an important responsibility of every University faculty member. Research in the physical, social, and health sciences, artistic expression in the

fine arts, and critical works in the humanities are essential faculty activities. The University supports these activities by providing appropriate facilities and opportunities.

The University's programs of research and public service are founded upon the concept of a reciprocal relationship between the institution and the community it serves. Research and public service programs that will enhance the economic development of the State and improve the health of its citizens are essential parts of the University's mission.

III EDUCATIONAL ASSUMPTIONS

The University of South Alabama is dedicated to the creation of an environment of intellectual excitement and an educational climate that will stimulate both faculty and students. It provides a forum of free thought and discussion that is intended to help develop the independent spirit and the moral concern essential for effective participation in a free society.

While the University seeks and employs fresh approaches to courses and programs, it emphasizes the traditional dedication to the advancement and dissemination of knowledge. It concentrates on the study of the nature of man, the phenomena of the physical world, the processes of human relationships, and the knowledge and skills necessary for participation in professional and vocational endeavors.

The University actively encourages student responsibility for personal welfare and community, thus stimulating the student to become involved in the pursuit of knowledge and the continuing use of intellectual capabilities as a responsible and effective individual. It encourages participation in discussions of University policy involving personal welfare and teaches them the responsibility inherent in this participation.

The University creates and maintains an atmosphere free from restraint in the dissemination of knowledge by scholars who appreciate their professional responsibilities. It recognizes that the contribution and direction of a university are dependent upon the merit and integrity of its faculty. Therefore, the faculty participates in decisions affecting University welfare and development.

The University encourages creativity in faculty and students by providing all necessary facilities within its resources for study, research, and creative work.

The University is conscious of its obligation to the local, state, and national communities to assist the individual student, giving the fullest possible knowledge in relation to society and encouraging the student to become an enlightened participant in civic affairs. Concerned with the problems of a changing society, it recognizes its responsibility to cooperate with local, civic, professional, and governmental organizations.

The University has extended its academic and professional programs by introducing graduate programs and forming new schools and colleges when appropriate. It recognizes that new programs should be instituted only after necessary facilities, library resources, and faculty are acquired.

The University maintains working relations with other colleges and universities for the purpose of sharing resources and responsibilities in teaching, research, and service. It cooperates with the secondary schools and junior colleges in the area.

The University recognizes the need for continuing education and offers not only credit courses in the evening but also a range of noncredit courses, workshops, and conferences to permit the public to profit from its intellectual and technical resources.

The University will achieve its maximum effectiveness by contributing to the advancement of knowledge; by involving faculty and students in teaching, learning, and research; and by offering its services to society.

IV BOARD OF TRUSTEES

Authority of operation of the University is vested in the Board of Trustees. The Legislature has given the Board power to organize the institution by appointment of necessary personnel and the power to remove persons so appointed. The Board may prescribe courses of instruction, rates of tuition and fees, and confer appropriate degrees. The Legislature has specifically given the Board the right to act in the best interest of the institution. An Executive Committee has been created, and the Board of Trustees has delegated to this Committee certain authority. The Board has delegated to the President of the University the authority necessary to operate the institution in the context of the

responsibility of the President's office. All authority vested in administrative officers, administration, faculty, student committees, and internal political bodies comes directly from the Board of Trustees to the Executive Committee and the President and through the President to the respective individual or entity.

The University of South Alabama, operating as a State institution of higher learning and financed in large part by public funds, is governed by a Board of Trustees composed of seventeen members: twelve members are appointed from south Alabama, three members are appointed from the State at large; the Governor of Alabama is President, ex-officio, of the Board, and the State Superintendent of Education serves as a member, ex-officio. Of the twelve members appointed from south Alabama, three of the members are appointed from Mobile County, and one member is appointed from each of the nine southern senatorial districts, as those districts were designated at the time the University was organized. All members, except ex-officio members are appointed by the Governor with the advice and consent of the Senate.

V UNIVERSITY ADMINISTRATION

A President

The President is appointed by the Board of Trustees and presides over the University. As the chief executive officer, the function consists of organizing, advancing, operating, and preserving the University. In this function the President is assisted by vice presidents, deans, directors, and other administrative staff members.

1 Assistant to the President

The Assistant to the President interacts with the various officers and elements of the University community as the President requires.

2 University Attorney

The University retains a full-time attorney to act as legal counsel for the University.

3 Councils of the President

a Budget Council

The Budget Council prepares the University Budget. It also serves as an advisory group appointed by the President to review budget proposals. It is composed of the following:

President
 Vice President for Academic Affairs
 Vice President for Medical Affairs
 Vice President for Finance and Business Affairs
 Vice President for University Services and Planning
 Vice President for University Medical Center
 Executive Director of Operations
 Associate Vice President for Finance and Controller
 Faculty Senate Representatives

b Administrative Council

President
 Vice President for Academic Affairs
 Vice President for Medical Affairs
 Vice President for Finance and Business Affairs
 Vice President for University Services and Planning
 Vice President for University Medical Center
 Executive Director of Operations
 Deans of all Colleges and Schools
 Dean, Student Personnel

c Space and Facilities Committee

Vice President for Academic Affairs
 Assistant to President
 Vice President for Finance and Business Affairs
 Vice President for University Services and Planning
 Vice President for University Medical Center
 Executive Director of Operations
 Associate Dean, College of Medicine
 Representative of Vice President Council
 Representative of Faculty Senate

B Vice President for Academic Affairs

The Vice President for Academic Affairs reports to the President. As the principal academic officer of the University, the Vice President has administrative responsibility for, and proper jurisdiction over, the academic programs and the faculty and staff serving

directly the various academic schools, colleges, divisions, and departments; has the chief role in developing academic rules and regulations, planning and developing the curriculum, and planning for and participating in faculty priorities and appointments.

1 Assistant to the Vice President

The Assistant to the Vice President interacts with the various officers and elements of the University community as the Vice President requires.

2 Dean of the College of Arts and Sciences

The Dean of the College of Arts and Sciences is the executive officer and reports to the Vice President for Academic Affairs. The Dean has the following responsibilities:

- *To administer and supervise the academic programs, departments, rules, and regulations of the College.
- *To develop the College's programs and curricula with appropriate faculty and faculty committees
- *To recommend faculty appointments, reappointments, tenure, ranks, and salaries, with appropriate advise from department chairs
- *To prepare the academic parts of the Bulletin that concern the College in conjunction with the departments of the College
- *To recommend and administer the College's budget
- *To recommend faculty appointments to the University's committees
- *To accept any special assignments made by the Vice President for Academic Affairs
- *To foster research and professional development of the faculty

a Associate Dean of The College of Arts and Sciences

The Associate Dean of the College of Arts and Sciences reports to the Dean of the College. The Associate Dean is responsible for matters pertaining to:

- *Class schedules, course grades, and class attendance
- *Distribution and maintenance of student counseling files
- *Space assignments and use
- *Student schedules and the academic progress of students
- *Applications and evaluations for graduation

- *Evaluation of student transfer records
- *Registration activities
- *Coordination and editing of material for the Bulletin
- *Advanced placement, credit by examination, and Three-Year-Degree-Program credit
- *Supervision and coordination of graduate programs
- *Membership on various standing and ad hoc committees
- *Any special assignments given by the dean
- *Serves as Director of Graduate Studies

b Departmental Chairs - College of Arts and Sciences

Each of the College departments is headed by a Departmental Chair who reports to the Dean of the College and is responsible for general direction and supervision of the departmental program. The functions of the departmental chair are described in a subsequent section.

c Standing Committees - College of Arts and Sciences

The Academic Programs Planning Committee is concerned with developmental and curricular programs.

The Cultural Arts (or Cultural Programs) Committee recommends policies of concern to the performing arts.

The Graduate Programs Planning Committee is concerned with the development of curriculum and administrative procedures relating to graduate studies in the College.

The International Education Committee works with students to develop interdisciplinary curricula emphasizing the special international interests of the students.

The Personalized Studies Program Committee assists students to prepare contractual major curricula designed to meet the specific educational and vocational goals of the students.

3 Dean of the College of Business and Management Studies

The Dean of the College of Business and Management Studies is the executive officer and reports to the Vice President for Academic Affairs. The Dean has the following responsibilities:

- *To maintain academic standards and enforce the rules and regulations of the University, College, and departments
- *To recruit and recommend new faculty, review all salaries, and recommend promotion and tenure in consultation with appropriate chair and promotion and tenure committees
- *To recommend, supervise, and develop the College's programs with appropriate committees and faculty
- *To recommend and administer the budget for the College and to exercise budgetary control over appropriations
- *To assign space and equipment resources allocated to the College
- *To review publications originating within the College
- *To engage in public relations activities promoting the College and University
- *To coordinate administration matters with the Director of Graduate Studies, Director of Business Resources Center, Director of Center for Business and Economic Research, and Director of Small Business Development Center
- *To coordinate college programs with other colleges of the University
- *To accept all special assignments made by the Vice President for Academic Affairs

a Associate Dean and Director of Graduate Studies -
College of Business and Management Studies

The Associate Dean and Director of Graduate Studies of the College of Business and Management Studies reports to the Dean. The Associate Dean and Director of Graduate Studies is responsible for:

- *Assisting in the general planning and operation of the College
- *Developing academic programs in the College with the Dean, departmental chairs, and faculty
- *Coordinating and supervising the graduate programs of the College
- *Assisting the Dean and departmental chairs in the recruitment of new faculty
- *Coordinating and supervising of the Office of Student Services in association with the Dean

- *Coordinating and editing of materials for the Bulletin
- *Coordinating and supervising orientation, advising, and registration activities
- *Coordinating and supervising scheduling of academic classes
- *Assigning classroom space
- *Approving requests for substitutions, fee waivers, late course drops or adds
- *Maintaining liaison with faculty in academic matters requiring policy determinations and making appropriate recommendations to the Dean
- *Acting as liaison between graduate program directors in other colleges of the University and the College
- *Carrying out special assignments for the Dean

b Departmental Chairs - College of Business and Management Studies

The departmental chairs report to the Dean and are responsible for general direction and supervision of the department. Departmental chair functions are described in a subsequent section.

c Director of the Business Resources Center - College of Business and Management Studies

The Director of the Business Resources Center reports to the Dean. The Center directs professional and management development programs of the College. These include a variety of business seminars and programs for professional organizations, industrial firms, and the business community.

d Director of the Center for Business and Economic Research - College of Business and Management Studies

The Director of the Center for Business and Economic Research reports to the Dean. The Center directs faculty research activities relating to business and economic areas. These activities include applied research, faculty publication support, and community research services through establishment of data base, and publication of applied research projects of community interest.

e Director of Small Business Development
Center - College of Business and
Management Studies

The Director of the Small Business Development Center reports to the Dean. The Center offers business services to small business people in a six county area of southwest Alabama. The Center provides free one-on-one counseling, gives workshops that address the problems of the business community, and staff specialists in the areas of International Trade and Government Procurement.

f Standing Committees - College of
Business and Management Studies

Business Advisory Council; Undergraduate Curriculum Committee, Computing Committee; Faculty Development Committee; Library Committee; MBA Orals Committee; Research Committee; Scholarship Committee; Tenure Committee; Promotion Committee.

4 Dean of the College of Education

The Dean of the College of Education is the executive officer and reports to the Vice President for Academic Affairs. The Dean has the following responsibilities:

- *To furnish instructional leadership for the College
- *To administer and supervise all programs of the College
- *To recommend and administer the budgets of the College
- *To recruit, select, and recommend employment assignments, personnel policies, rank, tenure, dismissals, and salaries for all personnel of the College
- *To furnish leadership on all matters pertaining to the certification of teachers by the State Department of Education
- *To develop all policies as these pertain to the College
- *To coordinate College programs with the other colleges and divisions of the University
- *To coordinate College programs

with other agencies, such as those of government and for the several accreditations

a Associate Dean of the College of Education

The Associate Dean of the College of Education reports to the Dean. The Associate Dean is responsible for:

- *Coordination and supervision of the Office of Student Personnel Services
- *Coordination and supervision of the registration of students by the College
- *Coordination and editing of materials for the Bulletin
- *Coordination and supervision of the scheduling of academic classes
- *Coordination of the use of space within the College
- *Certain aspects of administration and supervision of the College as delegated by the Dean

b Director of Graduate Studies - College of Education

The Director of Graduate Studies reports to the Dean on matters concerning program and personnel and to the Associate Dean for records and general administration. The Director of Graduate Studies is responsible for:

- *Leadership for graduate program planning, development, and evaluations in the College and for the development of cooperative programs at the graduate level with other colleges and divisions of the University
- *Leadership in the development of policies as they pertain to the graduate programs in the College
- *Implementation of the policies of the Graduate Program of the University and the College as they pertain to graduate student

- selection, admission, retention,
and graduation
- *Recommendations for development,
use, and modification of a
management information system for
graduate programs in the College
- *Liaison between the Dean of the
Graduate School and the College
- *Liaison between graduate program
directors in other colleges and
divisions of the University with
the College

c Director of Research

The Director of Research in the College of Education reports to the Dean and is a faculty member released one-third to two-thirds time to assist in the following activities:

- *The development of faculty expertise in
research design, data collection and
analysis, and publication of research
findings
- *Collaborate with selected faculty in
developing research proposals
- *To assess the hardware and software needs
of the college and university as they
pertain to research efforts
- *To serve as needed on Master Theses and
Doctoral Dissertation Committees

d Coordinator of Field Services -
College of Education

The Coordinator of Field Services reports to the Dean of the College and is responsible for:

- *Coordinating all laboratory and
field experiences within the College
- *Conferring with the Dean, departmental
chairs, and faculty concerning the
establishment or modification of
policies pertaining to laboratory
experiences
- *Serving as liaison between the College,
schools, teachers, and other agencies
for participation in various laboratory
programs
- *Consulting with departmental
chairs and faculty members in the
selection of schools and cooperating
teachers to participate in laboratory

programs

- *Conferring with the concerned departmental chairs in the assignment of College faculty to supervise student teachers
- *Planning an orientation session for student teachers each quarter and making available the Student Teaching Handbook and other required forms and information to College supervisors, cooperating teachers, and student teachers

e Departmental Chairs - College of Education

The departmental chairs report to the Dean and are responsible for general direction and supervision of the Department.

The departmental chair is both a faculty member and an administrator with basic orientation toward the role of a faculty member, but, in the role and functions of a chair, is an administrator performing as an integral part of the administration.

The departmental chair is responsible for the general direction and supervision of the department, reporting for all subjects and personnel in the department, to the Dean of the College.

Departmental chairs' functions are described in a later section.

f Standing Committees - College of Education

The College has the following standing committees:

Faculty Service and Development Awards Committee
 Grievance Committee (other than grants)
 Honors and Awards Committee
 Promotion Committee
 Research and Public Service Committee
 Sixth-Year Program Committee
 Student Services Committee
 Tenure Committee

Use of Human Subjects Committee

5 Dean of the College of Engineering

The Dean of the College of Engineering has the following responsibilities:

- *To maintain academic standards and enforce the rules and regulations of the University, the college, and the departments
- *To plan and promote collegial activities and development
- *To foster good external relations for the college
- *To participate in the appropriate administrative councils of the University
- *To supervise personnel employed in the Dean's office
- *To recommend personnel actions, such as appointments, promotions, salary increments, tenure, and compensation, for both full and part-time faculty and staff
- *To maintain adequate personnel and financial records
- *To recommend the budget for the college and to exercise budgetary control over appropriations
- *To assign space and equipment resources allocated to the college
- *To recommend and oversee facilities alterations, remodeling, and new construction
- *To recommend appointments to the college committees
- *To conduct chairs' faculty meetings and to insure effective communication
- *To compile information necessary for professional accreditation
- *To review publications originating within the college
- *To forward the actions of the College Curriculum Committee with recommendations
- *To certify completion of degree requirements by candidates for graduation
- *To assign duties, such as service during registration, student orientation, or open-house days
- *To carry out special assignments for the Vice President for Academic Affairs

a Associate Dean of the College of Engineering

The Associate Dean of the College of Engineering has the following responsibilities:

- *To assist in the general planning and operation of the college
- *To coordinate and supervise schedule preparation for the college
- *To coordinate and supervise preparation of material for the Bulletin
- *To perform graduation audits on candidates for graduation
- *To assign classroom space in the Engineering buildings
- *To participate in the Dean's Council and ad hoc committees originating therein
- *To approve student requests for substitutions, fee waivers, late course drops or adds, or other exceptional student requests
- *To serve as chair of the Curriculum Committee
- *To carry out special assignments from the Dean

b Departmental Chairs - College of Engineering

The Departmental Chairs in the College of Engineering have the following responsibilities:

- *To plan and promote departmental activities and development
- *To maintain academic standards and enforce the rules and regulations of the department
- *To approve student requests for exceptions and substitutions pertaining to curriculum requirements
- *To recommend personnel actions such as appointments, promotions, salary increments, tenure, and compensation for full- and part-time faculty and staff
- *To maintain adequate student records
- *To conduct departmental faculty meetings and to insure effective communication within the department
- *To prepare material for the University Bulletin concerning the department

- *To compile information necessary for professional accreditation of the department to insure a curriculum which will qualify each graduate to enter the engineering profession or to undertake a graduate program
- *To insure a faculty capable of conducting a professional program in the departmental discipline
- *To prepare and submit departmental budgetary requirements to the Dean so that adequate facilities and equipment are available for the department to accomplish its educational objectives
- *To plan for, recruit, and recommend the appointment of faculty members
- *To evaluate, annually and as directed, the performance of departmental faculty members and to make recommendations with respect to salaries, promotions, tenure, and retention
- *To schedule the courses in the department
- *To plan, recommend, and supervise faculty assignments
- *To supervise non-academic personnel employed in the department
- *To supervise student assistants in the department
- *To plan and recommend departmental space needs
- *To approve selection of textbooks
- *To serve as use and inventory custodian of all institutional property assigned to the department, including receipt, use assignment, and eventual disposition
- *To devise and supervise a student academic advising program in the department
- *To recommend the acceptance of transfer credit in the engineering field
- *To perform other duties and special projects as assigned by the Dean

c Standing Committees - College of Engineering

The Curriculum Committee is composed of the departmental chairs and the Associate Dean who serves as chair. The committee accepts recommendations and proposals concerning curricular matters from anyone in the College, considers the wisdom of such proposals including

facilities and manpower impacts and makes recommendations to the Dean of the College concerning such proposals. The committee's purview encompasses new or existing courses, curricula and programs, including service courses for and by other university areas; all such changes must be processed through the committee.

The College also has department-level and college-level promotion and tenure committees as well as undergraduate and graduate final grade grievance committees. These committees are constructed and function as specified in the appropriate University policy. The College also has committees for the following items: Open house; EG-course series; and Faculty Service and Development Awards.

6 Dean of the College of Allied Health Professions

The Dean of the College of Allied Health Professions is the executive officer and reports to the Vice President for Academic Affairs. The Dean has the following responsibilities:

- *To develop academic programs of the College compatible with the goals and purposes of the University
- *To recommend appointments to the faculty of the College
- *To evaluate and make recommendations on reappointment, promotion, salary, and tenure of faculty members
- *To recommend the appointment of administrative staff
- *To evaluate and make recommendations on reappointment and salary of administrative staff
- *To organize and appoint faculty to such committees as may be desirable and necessary to assist the chairs of departments in developing curricula and programs and formulating policies pertaining to the academic affairs of the College
- *To approve admission and retention of students in the academic programs of the College
- *To approve the credits offered by students in partial fulfillment of the requirements for the respective programs administered by the College
- *To prepare, recommend, and administer

- the budget for the College
- *To develop, supervise, and administer the academic and clinical programs of the College
- *To assign academic and professional responsibilities to the faculty of the College
- *To develop and supervise the academic and clinical schedules of the programs of the College
- *To establish the criteria for eligibility of students to enter and graduate from the programs in the College
- *To perform such other duties and functions as may be assigned by the Vice President for Academic Affairs

a Associate Dean - College of Allied Health Professions

The Associate Dean of the College of Allied Health Professions reports to the Dean of the College. The Associate Dean has the following responsibilities:

- *The development of class schedules
- *Assignment of space
- *Registration activities
- *Evaluation of student transfer records
- *All matters pertaining to student records, credit by examination, advanced credit, and student advising
- *Development, supervision, and administration of graduate programs
- *Student recruitment and retention
- *Any special assignments given by the Dean

b Departmental Chairs - College of Allied Health Professions

The Departmental Chairs report to the Dean of the College. The Chairs serve as senior administrative and academic officers for their departments. Specific responsibilities include:

- *Planning, development, and overall responsibility for the curriculum
- *Planning for, recruitment of, and recommending employment of faculty

members

- *Preparing the quarterly class schedules
- *Advising of students
- *Admitting of students into the Professional Component of the curriculum
- *Planning and supervising the departmental budget
- *Planning and supervising the clinical education phases of the curriculum
- *Initiating and maintaining accreditation of the program
- *Clinical activities of the department
- *Planning and supervising faculty development
- *Recommending faculty promotions, tenure, and salary increments
- *Reviewing and making recommendations on all departmental extramural grant and special project activities
- *Performing other duties as assigned by the Dean

c Standing Committees - College of Allied Health Professions

The Curriculum Committee is composed of at least one faculty member from each department appointed for terms of 3, 2, or 1 year(s) by the Dean. The committee is chaired by the Associate Dean. The purpose of the committee is to assess the proposal and implementation of new and revised curriculum design in the college. The committee reviews all proposed curricular action within the college and recommends approval or disapproval to the Dean of the College. The committee's functional scope includes both didactic and clinical curriculum consideration.

The Recruitment and Retention Committee is composed of faculty representation from each department appointed annually by the Dean. The Associate Dean serves as Chair of the committee. The purpose of the committee includes all matters related to student recruitment and retention. Its functional responsibility includes development and revision of recruitment brochures and audiovisual presentations, planning for all recruitment activities such as career days, high school visitations, and Get Acquainted Days. The committee reports to the Dean.

The Faculty Evaluation Committee is composed of tenured faculty within the College, and, in some cases, from other colleges, and is appointed by the Dean. The committee is appointed annually. Its purpose is to review the application of the candidates proposed for promotion and to make recommendations to the Dean of the College.

The Committee for Faculty Evaluation and Tenure is composed of tenured faculty within the College and in some cases from other colleges and is appointed by the Dean. Its purpose is to review the application of the candidates proposed for tenure and to make recommendations to the Dean of the College.

The Chairs' Committee is composed of all chairs in the College and is chaired by the Dean. The Committee serves as an advisory body to the Dean on all matters of concern to the College.

7 Dean of the College of Nursing

The Dean of the College of Nursing is the executive officer and reports to the Vice President for Academic Affairs. The Dean has the following responsibilities:

- *To evaluate and make recommendations for reappointment, tenure, promotion, and salary of faculty members
- *To supervise non-academic personnel employed in the College
- *To approve and supervise the academic and clinical programs of the College
- *To assign academic responsibilities to the faculty of the College
- *To plan, in conjunction with the administrators of affiliated agencies, the clinical experiences for students and jointly approved contractual arrangements
- *To supervise a student academic advisement program in the College
- *To prepare, recommend, and administer the budget for the College
- *To supervise the evaluation of transfer records
- *To ensure that the College meets criteria set forth by the Alabama Board of Nursing and the National League for Nursing Accreditation
- *To perform other duties and

functions as may be assigned by
the Vice President for Academic
Affairs

a Associate Dean for the Undergraduate Program

The Associate Dean of the College of Nursing reports to the Dean of the College and has the following responsibilities:

- *Class schedules, course grades, and class attendance
- *Distribution and maintenance of student counseling files
- *Space assignments and utilization
- *Student schedules and the academic progress of students
- *Applications and evaluations for graduation
- *Evaluation of registered-nurse and transfer records
- *Registration activities
- *Coordination and editing of material for the Bulletin
- *Membership on standing and ad hoc committees
- *Coordinating with departmental chairs the assignment of faculty to courses.
- *Maintaining liaison with faculty in all academic matters requiring policy determinations and making appropriate recommendations to the dean
- *Assisting the dean and departmental chairs in recruiting new faculty members
- *Maintaining liaison with other colleges in the University
- *Serving as acting dean when the dean is unable to act or is away from the campus

b Associate Dean for Nursing Service

The Associate Dean for Nursing Service and Assistant Administrator for Nursing Service (Director of Nursing) reports to the Hospital Administrator and the Dean of the College of Nursing.

The Associate Dean for Nursing Service, in conjunction with the medical staff and community and under the general direction of the

Administrator of the Hospital, assumes responsibility for organizing, planning, coordinating, assessing, implementing, and evaluating the nursing department and the nursing care it provides.

c Departments

The College of Nursing consists of three departments:

- *Department of Adult Health Nursing
- *Department of Maternal-Child Health Nursing
- *Department of Community-Mental Health Nursing

d Standing Committees

The Promotion and Tenure Committee shall make recommendations for promotion to the Dean, and keep the guidelines for promotion and tenure current and in accord with University policy.

The Research Committee shall promote a quality faculty research program.

The Admissions and Advanced Standing Committee shall select applicants for admission and determine when advanced standing shall be granted.

The Curriculum Committee shall design and evaluate the undergraduate curriculum.

8 Dean of the Graduate School and Director of Research

The Dean of the Graduate School and Director of Research is the executive officer of the Graduate School and reports to the Vice President for Academic Affairs. The Dean has the following responsibilities:

- *To administer the policies of the Graduate School of the University
- *To administer the graduate programs approved

by the Graduate Council of the University based upon the recommendations of the various colleges

- *To be the presiding officer of the Graduate Faculty and the Graduate Council
- *To employ the administrative and clerical personnel and to prepare the forms needed for the operation of the Graduate Programs
- *To administer the details of admission, admission to candidacy, research, and graduation of each graduate student
- *To work closely with the dean of each college in the preparation and processing for approval of any new graduate program proposed by the college

a Graduate Council

Composition - The Graduate Council will consist of seven elected members and three members appointed by the Dean, who also serves as Chair, ex officio. The seven elected members will come from those academic units now engaged in graduate study or now planning to become so engaged, viz., one each from Colleges of Allied Health Professions, Arts and Sciences, Business and Management Studies, Education, Engineering, Nursing, and Medicine. In addition, the Directors of Graduate Studies of the several units may participate in the work of the Council as ex officio, non-voting members. Only full members of the Graduate Faculty are eligible for election or appointment to the Graduate Council.

Election - The representative from each academic unit is to be elected by the full members of the Graduate Faculty of that unit, convened for this purpose by the unit's Director of Graduate Studies upon instruction. The ten elected and appointed Graduate Council members will serve staggered terms of three years each. Should a member fail to serve out his term, a replacement member will be elected or appointed (as described above) as necessary to complete the term, at which time the normal election or appointment will occur.

The Graduate Council will serve as the advisory body to the Dean of Graduate School on all matters of policy and procedure pertaining to the conduct of graduate education at the University of South Alabama.

9 Dean of the School of Continuing Education and Special Programs

The Dean of the School of Continuing Education and Special Programs is the executive officer and reports to the Vice President for Academic Affairs. The Dean has the following responsibilities:

- *To administer and supervise the various continuing education programs and administrative units of the school
- *To coordinate and submit reports of the various continuing education activities throughout the University
- *To develop and implement continuing education programs needed to meet the varying needs of the regions served by the University
- *To develop policies and regulations related to special activities and continuing education programs with the Continuing Education Committee and other appropriate University officials, and to recommend such policies to the Vice President for Academic Affairs
- *To recommend and administer the budget for the School
- *To cooperate with the various colleges and divisions of the University in developing and coordinating the evening programs of the University
- *To recommend and evaluate faculty members, guest lecturers, conference leaders, and other personnel for the various programs for the School
- *To develop and administer the various educational programs assigned to the School
- *To accept any other assignment by the Vice President for Academic Affairs

a Assistant to the Dean of the School of Continuing Education and Special Programs

The Assistant to the Dean of the School of Continuing Education and Special Programs reports to the Dean and has the following responsibilities:

- *To assist in the general planning and operations of the School
- *To supervise and coordinate the facilities and programs located at the University of South Alabama Brookley Center
- *To recommend the budget for Brookley Center and to exercise budgeting control

over the allocations

- *To promote the various programs at Brookley Center and to schedule activities for the various facilities at Brookley Center
- *To supervise the maintenance and improvement of the physical facilities at Brookley Center
- *To assist in the development and implementations of new programs in the School
- *To participate in the Vice President Council and ad hoc committees originating therein
- *To serve as Chair of the Curriculum Committee of the School
- *To carry out any other assignments given by the Dean, and to act in behalf of the Dean when requested

b Director of Conference Activities and Special Courses

The Director of the Department of Conference Activities and Special Courses reports to the Dean of Continuing Education. Specific responsibilities include:

- *Planning and development of the various conferences, institutes, workshops, and short courses offered by the School
- *Preparing, coordinating, and supervising the various contracts and grant programs of the School
- *Recruiting and recommending the professional staff members to implement the various programs in this department
- *Recruiting, supervising, and evaluating the teaching personnel, whether full- or part-time in the various programs of this department
- *Preparing, recommending, and managing the budget of the department
- *Developing and implementing new continuing education programs to meet the needs of the various publics served by the department
- *Performing any other duties as assigned by the Dean

c Director of the University Theatre for the Performing Arts

The Director of the University Theatre for the Performing Arts reports to the Dean of the School of Continuing Education and Special Programs.

Specific duties include:

- *The overall management of the UTPA
- *Coordinating and scheduling the various performances presented at the Theatre by both University and other sponsors
- *Supervising the maintenance and operations of UTPA
- *Planning and supervising the budget of UTPA
- *Performing any other duties assigned by the Dean

d Committees

The School of Continuing Education and Special Programs is assisted by the University Continuing Education Committee in the development of policy and programs. The School of Continuing Education and Special Programs also has a Curriculum Committee and a Tenure and Promotions Committee.

10 Associate Director of Admissions and Records,
Registrar

The Registrar reports to the Vice President for Academic Affairs. The Registrar supervises the re-admission of former students, the registration process, the organization and maintenance of all student academic records, the graduation policies and procedures of the various colleges and divisions of the University, and the assembling of certain statistical data. The Registrar also supervises correspondence examinations for other educational institutions.

a Assistant Registrar

The Assistant Registrar, who reports to the Registrar, plans registration procedures with assistance from the Registrar and certain staff and faculty members; assists with the preparation of various reports and statistical data; writes requisitions for printed materials, supplies, and equipment; and maintains time sheets. In the absence of the Registrar, the Assistant assumes responsibility for the office.

11 Director of Cooperative Education and
Placement

The Director of Cooperative Education and Placement reports to the Vice President for Academic Affairs and is responsible for the following:

- *Supervising a Cooperative Education Program that offers qualified students an opportunity to alternate or to schedule concurrently periods of employment in cooperating firms or agencies with periods of study at the University
- *Participating with the Committee on Cooperative Education in formulating policy for the further development of Cooperative Education
- *Coordinating all approved programs included in the University's overall Cooperative Education Program
- *Disseminating pertinent information on the Cooperative Education Program to campus groups as well as to community groups
- *Selecting, training, and supervising the staff
- *Acting as catalyst for institutional and student response to changing conditions
- *Planning and managing physical activities
- *Planning and administering the Cooperative Education budget
- *Conducting and reporting pertinent research
- *Visiting plants or agencies employing University of South Alabama students to determine proficiency in their work assignments
- *Developing and maintaining a Career Library that will assist students in becoming more knowledgeable about career opportunities available to them
- *Keeping employers informed of graduation dates and providing numbers of students by disciplines who are candidates for degrees
- *Informing students of the employers who will recruit on campus
- *Keeping students informed of the positions for which employers will be interviewing on the proposed campus visit
- *Maintaining files on students registered with the Placement office and reproducing such records as needed by recruiters
- *Counseling students as they begin their career search and helping them develop proper interviewing techniques
- *Working with alumni seeking a change in positions
- *Planning and supervising expenditure of the Placement Office budget
- *Supervising work of the staff

The Director of Libraries reports to the Vice President for Academic Affairs and is responsible for the University Library and the Biomedical Library and their proper administration. This responsibility includes

- *Formulating and supervising the policies and regulations governing the use of the Libraries, materials, and services
- *Supervising the Libraries' staff, including making recommendations for appointments to the Vice President for Academic Affairs
- *Preparing the budget and supervising expenditures
- *Supervising the ordering, cataloging, binding, and storage of all library materials
- *Helping to make the resources and services of the Libraries well known to their potential users
- *Preparing reports, studies, and analyses describing and evaluating the Libraries' collections, services, and uses
- *Cooperating with other librarians for the improvement of common holding services
- *Receiving and considering recommendations and suggestions from the student body or faculty which may aid in improving the Libraries, their collections, their services, or their uses
- *Making recommendations to the Vice President for Academic Affairs or to faculty that will promote the efficiency or increase the usefulness of the Libraries
- *Serving as ex-officio member of the University Library Committee

C Vice President for Medical Affairs

The Vice President for Medical Affairs reports to the President and is the principal academic officer for the educational programs in the College of Medicine. In this capacity, the Vice President has administrative responsibility and authority for the academic programs, and for the faculty and staff in this segment of the University. In addition, since the University Medical Center is a component of the University, the Vice President for Medical Affairs has administrative responsibility for that institution and works with the Administrator of the Hospital.

- 1 Dean of the College of Medicine

The Dean of the College of Medicine has the following responsibilities:

- *To serve as the primary administrative officer of the College
- *To administer the academic programs of the College
- *To work with the Associate Dean, the Curriculum Committee and appropriate faculty to develop the undergraduate medical curriculum
- *To work with the Vice President for Medical Affairs in developing and administering the budget of the College
- *To work with the various departmental chairs in developing and recommending the budget for each department
- *To work with committees for the development and administration of academic rules and regulations of the College
- *To work with the administrators of affiliated hospitals in the development of clinical-teaching programs
- *To work in a cooperative fashion with local, state, and national medical organizations in all phases of medical education
- *To perform other duties and functions as may be assigned

a Associate Dean for Medical Academic Affairs

The Associate Dean of the College of Medicine reports to the Dean concerning the academic and student affairs of the College. The Associate Dean has the following responsibilities:

- *To work with the Curriculum Committee in the development and administration of the undergraduate medical curriculum
- *To serve as the Chair of the Committee on Admissions and to work with this Committee in the development of the total admission process
- *To administer the Office of Student Affairs in association with the Dean
- *To accept special assignments by the Dean of the College of Medicine
- *To administer the Office of Student Records

b Associate Dean for Basic Medical Sciences

The Associate Dean for Basic Medical Sciences

reports to the Dean concerning affairs of the College. The Associate Dean for Basic Medical Sciences has the following responsibilities:

- *To work with the chairs of the Basic Medical Science Departments for recruitment of faculty and development of research programs
- *To supervise and administer common resources of the College of Medicine (audiovisual, electron microscopy, computer services, radiation safety, etc.)
- *To develop and administer doctoral programs for the Basic Medical Sciences
- *To supervise the Research Grants Office
- *To accept special assignments by the Dean of the College of Medicine

c Associate Dean for Planning and Development

The Associate Dean for Planning and Development reports to the Dean of the College of Medicine concerning the affairs of the College and to the Vice President for Medical Affairs concerning the affairs of the Medical Center. The Associate Dean for Planning and Development has the following responsibilities:

- *To serve as the Chair of the Planning Committee for the College of Medicine
- *To review and coordinate all renovation and construction within the College of Medicine with the University Office of Planning and Development
- *To assess the needs of the College of Medicine for education and research facilities and to develop long-range planning for the College of Medicine and the Medical Center

d Assistant Dean for Continuing Medical Education

The Assistant Dean for Continuing Medical Education reports to the Dean concerning the continuing medical educational activities of the College of Medicine. The Assistant Dean has the following responsibilities:

- *To acquire and maintain status as an accredited institution as granted by the Accreditation Council for Continuing Medical Education (ACCME)

- *To accommodate the needs of regional physicians to obtain professional refreshment through educational experiences of high quality
- *To advertise, coordinate, cooperate with and assist the intramural efforts of the various departments of the College of Medicine applicable to continuing medical education
- *To advertise, and assist in the planning and production of extramural programs in continuing medical education initiated in the various departments of the medical school
- *To co-sponsor, when appropriate, the educational efforts of local, regional and national organizations, especially when held within the geographic catchment area of the University of South Alabama College of Medicine
- *To coordinate the provision of speakers from the College of Medicine to enhance the continuing medical educational efforts of other area hospitals and institutions
- *To coordinate activities and cooperate with other Continuing Medical Education providers in the State of Alabama

e Department Chairs - College of Medicine

The basic science departmental chairs report to the Dean through the Associate Dean for Basic Medical Sciences. The clinical departmental chairs report directly to the Dean. The departmental chairs are responsible for developing curriculum in cooperation with the Curriculum Committee of the College. They serve as senior administrative officers for their departments and work with the Dean's Office with regard to budget, faculty, and research development.

f Standing Committees - College of Medicine

The Executive Committee is composed of the chairs of the departments of the College of Medicine, all Associate and Assistant Deans, the Biomedical Librarian, the Director of the Vivarium, the Director of Learning Resources, the Chair of the Advisory Committee of the Medical Society of Mobile County, and the President of the Medical Center staff. This committee serves in an advisory capacity to the Dean of the College of Medicine.

The Student Admissions Committee considers and recommends admissions policies. These policies

are approved by the Board of Trustees. The Committee on Admissions has the total and absolute authority to select those applicants who best fulfill the stated qualifications.

The Curriculum Committee is charged with the development and supervision of the undergraduate medical educational programs.

The Committee for the Protection of Human Subjects formulates policies and reviews all research involving the use of human subjects.

The Faculty Appointment, Promotion, and Evaluation Committee is charged with the development of policies and standards for appointment and promotion. All appointments and promotions at the level of Associate Professor or above require the recommendation of this Committee.

The Student Evaluation and Promotions Committee is charged with the overview of the progress of all students and recommends their promotion and/or graduation to the Dean of the College of Medicine.

The Planning Committee is responsible for long-range planning for both the College of Medicine and the Medical Center.

The Continuing Medical Education Committee is responsible for the development and conduct of continuing-medical-education programs as well as the quality of such programs.

D Vice President for University Hospital

The Vice President is the Administrator of the University of South Alabama Hospital and clinics and is delegated the responsibility for administering the University's 400-bed general hospital. Responsibilities include coordinating all departments of the hospital to ensure quality care to the patients it serves, working with other components of the Health Sciences in achieving the educational goals of the Hospital and Clinics. Additional responsibilities are related to the Hospital's organized medical staff and to being responsive to the needs of the individual physicians and patients.

E Dean of Students

The Dean reports to the President and is responsible for the operation, coordination, and supervision of all student organizations, student activities, financial aids, married and single student housing, health services, counseling-testing-orientation services, international student programs, and minority students. The Dean also is responsible for student publications such as the student newspaper and the student handbook. The office also oversees traffic and parking regulations, designs and orders parking decals, and is responsible for the preparation of student identification cards.

1 Associate Dean of Students and Director of Admissions

The Associate Dean of Students has responsibilities delegated by the Dean and works in all areas of student personnel.

The Director of Admissions and Records reports to the Dean of Students and has the primary function of facilitating the acceptance of qualified students applying for admission to the University, evaluating all applications for admission, including transfer credit. The Director supervises the Office of Records and is responsible for the initiation of the student data base, including collection of statistical information used to establish the student's permanent record. The Director has the additional responsibility of high school and junior college visitation and student recruitment.

a Coordinator of Student Organizations

b Director of Counseling Testing Services

Counseling Testing Services are staffed by professional counselors who are available to assist students, faculty, and staff with personal, academic, and vocational concerns. All types of problems are handled. Psychotherapy is provided by qualified psychologists and counselors and referrals are made to various agencies.

Testing Services provided by the COTS Center include standardized group tests such as ACT, GRE, and MCAT, as well as individualized intelligence, personality, and interest tests. The COTS Center also administers professional tests such as the CLU, CFP, and CDP and achievement tests (CLEP). Information or appointments are available by telephoning 460-7051 or by visiting the COTS Center which is located on the ground floor, South Residence Hall, Alpha area.

c Director of Financial Aid

This Office is responsible for providing assistance to needy students through a multitude of federal, state, institutional, and private programs. It is responsible for establishing the necessary procedures to ensure all applicable regulations are observed in filing all agreements, applications for funds, and operating reports within the specified time requirements for each. This Office also handles scholarships.

d Director of Housing

The Office is responsible for the organization, operation, administration, and programming for married- and single- student housing. Housing for single students is provided in Alpha, Beta, and Gamma residence halls. Students may select from one of several options. The department also provides housing for several fraternities and organizations located on Old Shell Road. Family housing is located in the Hillsdale area. Public housing is located in the western section of Hillsdale.

e Director of the University Center

The Director is responsible for the operation and maintenance of the University Center. The Office schedules and coordinates various conferences, meetings, and programs in the University Center with and for students, faculty, staff, administrators and off-campus groups. The Director is responsible for approving and re-approving all campus student organizations. A campus activities calendar is maintained to prevent overlapping of university activities. The Director advises student organizations such as the Interfraternity Council and member

fraternities on methods of improving their organizations. The campus vending operation is under the direction of the Director of the University Center.

f Director of Special Events and Programs

The Special Events and Programs Department is involved with educational activities outside the classroom. These programs implement activities that serve the cultural, educational, social, and recreational interests of students and faculty members on campus.

Student Programming functions through seven committees:

- Speakers Bureau
- Fine Arts Committee
- Issues and Ideas
- Center Cinema
- Coffee House
- Center Relations Recreation Committee
- Intramurals

g Director of International Students and Orientation

The Director assists all international students with the problems they encounter in making the transition from their native land to the United States and to the University of South Alabama. The Director also forms the SHARE team to work with all entering students in making the transition to the University.

h Director of Intramurals and Recreation

The Director organizes and plans all intramural teams, games, places and dates of such games. The Director also supervises the playing fields and the HPELS building during free play. The Director is in charge of the weight room and all intramural and recreational equipment.

F Vice President for University Services and Planning

The Vice President for University Services and Planning reports to the President of the University of South Alabama and is responsible for the management and direction of the following university services: Office of Development and Alumni Affairs, University Computer

Services Center, Office of Institutional Research and Planning, Office of Publications, Office of Sponsored Programs, and Office of Governmental Relations.

1 Director of University Computer Services Center

The Director of the University Computer Services Center reports to the Vice President for University Services and Planning and is responsible for the overall direction and coordination of all university computing activities, including the University Medical Center as well as the Interactive Computer Laboratory for the College of Medicine. The Director assesses computing needs for all academic and administrative applications and the design and development of such applications, directs and determines the techniques used for systems analysts and programmers for successful interpretation of data processing applications, and provides for the necessary training and education of all computing services employees. The Director is responsible for the supervision of systems analysts, programmers, computer operators, and keypunch operators.

2 Director of Development and Alumni Affairs

The Director of Development and Alumni Affairs reports to the Vice President for University Services and Planning and is responsible for all university development and fund raising, including private gifts, corporate and foundation support, coordination of special advisory board efforts, and other special resource development projects. The Director is also responsible for coordinating all programs and information relating to alumni of the university, including fund raising and public relations.

3 Director of Governmental Relations

The Director of the Office of Governmental Relations reports to the Vice President for University Services and Planning and is responsible for the reporting of legislative matters as they relate to the university. The Director attends sessions of the legislature to advocate the interests of the university and responds to matters concerning county and city governments that affect the university.

4 Manager of the Office of Publications

The Manager of the Office of Publications reports to the Vice President for University Services and Planning and is responsible for organization and direct supervision of all activities within the publications department to provide the printing needs of all university staff, faculty, and student organizations.

5 Director of Institutional Research and Planning

The Director of Institutional Research and Planning reports to the Vice President for University Services and Planning and is responsible for the collection, verification, maintenance, and reporting to state, federal, and private agencies on all types of university data. The Director makes space studies and accounts for all building and ground space owned, occupied, and used by the university. The Director also coordinates the design and implementation of research activities in support of administrative decision making by preparing certain statistical studies and special reports. In addition, the Director coordinates all university planning efforts as related to institutional models for cost finding, financial projections, student enrollment projections, and other such related tools as may be appropriate for the support of a coordinated planning effort throughout the institution.

6 Director of Office of Sponsored Programs

The Director of the Office of Sponsored Programs reports to the Vice President for University Services and Planning and is responsible for the supervision of development and marketing of research and sponsored program projects. The Director also provides services to all colleges and departments for the basic functions of information dissemination on potential sponsor programs, maintenance of liaison with external agency staff, proposal development and documentation, and department administration.

G Vice President for Finance and Business Affairs

The Vice President for Finance and Business Affairs provides general supervision and recommends policies for business and financial affairs involving budget preparation, fiscal reporting, staff personnel program, and procurement. The Vice President for Finance and Business Affairs reports to the President.

1 Vice President of Finance
and Controller

The Controller is responsible for all institutional books of accounts, accounting, fiscal reporting, and budgetary controls; responsible for purchasing, the Bursar's office, accounts payable, payroll, and financial-aid accounting and reports directly to the Vice President of Finance and Business Affairs.

2 Director of Personnel Relations

The Director of Personnel Relations is responsible for directing the development of University policies and ensuring compliance with applicable laws regarding employment, wage and salary administration, benefits administration, affirmative action and employee relations; directing the preparation of the annual personnel budget, managing the telecommunications operations and is responsible for the activities of the Risk Management Office and Hospital Personnel Relations and reports directly to the Vice President for Finance and Business Affairs.

3 Investment Analyst

The Investment Analyst is responsible for monitoring interest rates at banks and other investment institutions and determining the best investment avenues for University funds, maintaining a maturity schedule of investments, obtaining pledges of collateral acceptable to the University and maintaining registers, and maintaining the University physical plant insurance program and reports directly to the Vice President for Finance and Business Affairs.

4 Manager of Internal Auditing

Internal auditing in colleges and universities is a staff function that serves management at all levels by reviewing and appraising the business activities of the institution, the integrity of its records, and the general effectiveness of operations. The auditor's work is directed toward the following objectives:

*Determining that the overall system of internal control and controls in each activity under audit is adequate, effective, and functioning

- *Insuring that institutional policies and procedures, state and federal laws, and good business practices are being followed
- *Verifying the existence of assets shown on the books of accounts and insuring the maintenance of proper safeguards for their protection
- *Preventing or discovering dishonesty, waste, loss of time, and errors
- *Determining the reliability and adequacy of the accounting and reporting systems and procedures
- *Appraising the quality of management and the effectiveness of operating procedures

5 Director of Auxiliary Enterprises

The Director of Auxiliary Enterprises is responsible for the overall direction of revenue producing services including the Bookstore, cafeteria, vending and Campus Post Office; directing the development of operating budgets, determining needed services, and developing policies and procedures to meet service objectives and reports directly to the Vice President for Finance and Business Affairs.

6 Director of Environmental Safety

The Director of Environmental Safety is responsible for developing and ensuring compliance with a university-wide program for the handling, control, storage, and disposal of hazardous materials according to federal and state laws and reports directly to the Vice President for Finance and Business Affairs.

H Executive Director of Operations and University Facilities

The Executive Director of Operations and University Facilities is responsible to the President for the planned expansion of campus facilities and grants from government agencies for building construction. The Executive Director reviews, certifies, and signs all University contracts, including contractual agreements with governmental and private agencies.

- 1 Director of Construction
- 2 Manager of Property
- 3 Manager of Security

- 4 Mechanical Engineer/Central Utilities Plant
- 5 Superintendent of Maintenance
- 6 Special Projects Engineer

I Director of Public Relations

The Director of Public Relations is responsible for all press/news releases from the University and is the University liaison with all media.

VII Departmental Governance and Departmental Chairs

A Role and Responsibility of the Departmental Chair

The departmental chair is both a faculty member and an administrator. The basic orientation is toward the role of a faculty member, but, in the role of chair and functions of chair, acts as an administrator and performs as an integral part of the administration.

The departmental chair is responsible for the general direction and supervision of the department, reporting for all subjects and personnel in the department to the dean of the college.

The departmental chair is responsible for:

- *Planning, recruiting, and recommending the appointment of faculty members
- *Evaluating annually, and as directed, the performance of departmental faculty and making recommendations with respect to salaries, promotions, tenure, and retention
- *Planning and recommending departmental programs and curricular changes, additions, and deletions, coordinating with others when needed and as directed
- *Recommending departmental class schedules, quarterly and annually
- *Planning and recommending the departmental space needs
- *Developing and supervising a departmental protocol for the advisement of students
- *Recommending budget requests annually, and as directed, and, after appropriation and allocation, supervising expenditures

- *Serving as custodian of all instructional property assigned to the department, including receipt, assignment, and eventual disposition
- *Performing other duties as assigned by the dean, including special projects

B Departmental Governance

1 The Position of the Chair

The Departmental Chair shall be responsible for the academic, personnel, financial, and administrative needs of the department and is the chief administrator of the department.

The Departmental Chair has two primary responsibilities: administrator of the department and academic leader of that faculty in the development of its program. The faculty should have a deep interest in the administrative decisions that condition the department's capacity for implementing its policies. Consequently, continuing interaction must occur between the Chair and the faculty in a mood of mutual respect and in recognition of their respective roles as outlined in this policy.

By virtue of the position, the Chair is able to initiate actions and establish procedures, and should regard it as a specific responsibility to see that the faculty has adequate opportunity to discuss all matters, even those primarily administrative, that bear upon the department's development and direction. Two considerations suggest the wisdom of this policy quite apart from the dictates of regulations. First, a sensible leader seeks all the counsel available, as a supplement to and check upon individual judgement. Second, the faculty provides the best concentration of expertise one can find on matters of departmental concern. Thus, the Chair is well advised to take full advantage of consultation before making decisions. Moreover, faculty members should be kept informed of matters affecting the department, and a Chair must not underestimate the effort necessary to maintain appropriate communications.

The Chair's method of administering the department, then, should include appropriate devices for securing the advice of the faculty and for keeping them informed, not only of formal administrative decisions, but also of broad directions and

developments in the formative stage. In short, faculty members should participate in the affairs of the department, and the Chair must encourage the faculty to become an integral part of departmental planning.

2 Some Suggestions for Departmental Chairs

Since departments vary greatly in size and complexity, machinery appropriate for one may be inappropriate for another. Each Chair will be expected, however, to submit to the dean of the college an acceptable arrangement to assure appropriate consultation with the faculty.

In matters for which the faculty has primary responsibility (e.g., curricula, standards of instruction, and requirements for degrees) action will be required by the faculty as a whole or by a representative committee of the faculty. In transmitting recommendations on such matters, the Chair must certify that the action has been approved by the faculty or by such a committee.

In matters for which the Chair has primary responsibility (e.g., recommendations for appointments and reappointments, promotions, leaves, salary increases, budgetary allocations, and the general administration of the department), consultation with the faculty is expected in an appropriate way before a decision is reached.

Advisory committees of one sort or another may be helpful, particularly in the larger departments. The formality of this advisory machinery may be left to the discretion of the Chair as well as the makeup or method of selection of such committee. The Chair should take pains to involve most, if not all, of the faculty in the departmental decision-making activities and should not depend exclusively upon a few especially compatible colleagues. Two points should be remembered: (1) The Chair is expected to seek advice; (2) final decisions at the departmental level on these matters are those of the Chair and must be considered as final departmental decisions.

Departmental faculties should have ample opportunity to meet as a body to discuss departmental business. Departmental meetings should be scheduled regularly, at least bi-monthly, unless the faculty (not the Chair) feels the informal contacts of daily operations make such formal sessions superfluous.

Informal contacts would presumably apply only to the smallest departments.

In addition to regularly scheduled meetings, a departmental meeting should be called whenever at least one-third of the faculty requests a meeting. Opportunity should be given at any such meeting for the discussion of new and old business without limitation, except as faculty members themselves might rule to limit discussion. The Chair should not restrict the agenda of a meeting or abruptly terminate a meeting unless a majority of the faculty members agree to such arrangements.

Minutes of departmental meetings should be prepared, and distributed to the departmental faculty, the Dean, the Associate Dean of the involved College, the Vice President for Academic Affairs, and retained on file in the department.

Students are deeply concerned with the functioning of departmental programs, and the perspective they bring can add a valuable component to departmental planning. The Chair should devise standard procedures for allowing students to express their opinions, preferably by appointing some to standing committees or special advisory groups. Whatever the means, the student voice should be heard.

3 An Addendum: Further Elaboration

a Academic Responsibilities

The Departmental Chair will involve the faculty in determining educational policy within the broader outlines of those policies already established within the College and the University. Such departmental policy would include the establishing of curricula and departmental majors, developing the department's faculty, establishing standards of instruction, evaluating instruction within the department, and determining requirements for graduation.

Thus, the Departmental Chair should encourage excellence in teaching; engage the faculty in the evaluation of teaching; establish appropriate arrangements for the supervision and approval of graduate theses/dissertations and for the advising and guidance of both undergraduate and graduate students within the department;

encourage the organization and operation of appropriate student seminars, convocations, student groups, and clubs within the department; participate in teaching and research; maintain appropriate relationships with the technical, scientific, and scholarly organizations in his field; and effect an appropriate library collection. Those departmental operations that concern primarily the formulation of educational policy, including curriculum requirements, are the primary responsibility of the faculty. The faculty must act to effect changes.

b Personnel Responsibilities

The Departmental Chair must assist the Dean and the faculty in recruiting a capable faculty by making appropriate recommendations to the Dean; ensure that appropriate departmental members are recommended for membership on the faculty of the Graduate School; make all other pertinent recommendations about personnel to the College Dean; encourage research, writing, and other creative endeavors of departmental members; organize and supervise the operation of appropriate faculty members and convocations; and assist, on occasion, in selecting a replacement Chair.

c Financial Responsibility

The Departmental Chair must be involved with budget making and with administering the departmental budget, and must make recommendations to the Dean relative to promotions, salary adjustments, tenure, faculty evaluations, and leaves of absence for department members.

d Administrative Responsibility

The Departmental Chair, as the chief administrative officer, shall be responsible for the programs of the department; must supervise the department's secretary and service staff; take the initiative in securing a list of textbooks for classroom use; prepare class schedules and teaching assignments; maintain liaison with other Departmental Chairs, officers of the Graduate School, and other officers of the

University; supervise and manage the physical facilities assigned to the department; set up appropriate arrangements for advising students majoring in the department; cooperate with and assist the Deans in evaluating and promoting the further development of the department's programs of instruction; develop and maintain contacts with research organizations and foundations (both on and off campus) and with labor, business, professional, and public groups; serve as liaison between the department and other academic departments of the College, Graduate School, and the University; and serve, when assigned, as a member of College or University committees.

e Conclusion

It must be noted that the spirit of mutual respect, cooperation, and shared responsibilities to which this document speaks is much more important than its mere "letter." Moreover, this statement must not be construed to mean that the prerogatives of either the Chair or faculty are in any way diminished or augmented.

4 Evaluation of Chairs

Chairs should be appointed after consultation with, and normally in conformity with the judgement of, the members of the department. The Chair's appointment will be recommended by the Dean of the involved College to the Vice President for Academic Affairs who (if they concur) will recommend the appointment to the President of the University. The Chair will be appointed in writing by the President.

Each chair is evaluated annually by the college dean. In some colleges, the chair may be appointed for three-, four-, or five-year terms. Chairs may be reappointed to similar terms thereafter upon recommendation by the College Dean, after consultation with the departmental faculty, who will make recommendation to the Vice President for Academic Affairs. Reappointments will be made by letter from the President.

C Access of Departmental Chairs to the Vice President for Academic Affairs

It is always necessary, in order to maintain and further good order, to establish rules and procedures

for the access of one administrative official or person with another, especially with regard to official business. The statement below will be the policy concerning the access of departmental chairs, in all colleges, with the office of the Vice President for Academic Affairs.

The chairs are all heads of departments in colleges, which colleges are represented by a dean. Except in unusual circumstances, official business with the Vice President for Academic Affairs should be carried on with the college dean, not with individual chairs unilaterally presenting departmental problems or questions.

Ordinarily, a chair who wants to make an appointment with the Vice President for Academic Affairs on official business must inform the college dean and secure the latter's approval. The dean may accompany the chair. The dean may decline to attend the meeting, but must approve its purpose and be informed of its outcome.

If the chair wishes to make an appointment with the Vice President for Academic Affairs concerning a subject that is innately personal in nature, or is of a special delicacy or sensitiveness, and there are apparent reasons why the chair would not wish to divulge these matters to the Dean initially, these reasons should be sent to the Vice President for Academic Affairs confidentially. Acceptable reasons for such a meeting are, by definition, not matters of official business of the chair acting in that role.

The purpose of this procedure is not to restrict access but to establish and maintain appropriate and effective communication lines, simultaneously preserving and enhancing the proper authority of both college dean and chair.

A Joint Policy Committee

To facilitate the development and refinement of academic policies, the Office of Academic Affairs has established a Joint Policy Committee, composed equally of members from the Vice President Council and the Faculty Senate. The Vice President Council names four members to the Joint Policy Committee, with one being replaced annually. The Faculty Senate also names four members by the following method:

- 1 The Chair of the Policy and Planning Committee of the Faculty Senate will serve a one-year term.
- 2 Three members are elected by the Senate to three-year terms with staggered termination dates.
- 3 The Chair of the Senate Policy and Planning Committee from the previous year will serve as an ex-officio non-voting member of the Joint Policy Committee.

The Chair of the Joint Policy Committee is elected annually by the Committee, with the understanding that the eligibility for the chairship will alternate annually between the Senate members and the Council members.

The following guidelines have been established for the development of academic policies at the University of South Alabama:

- 1 Although proposals for academic policies may originate anywhere in the academic structure, academic policy statements will be issued by the Office of Academic Affairs.
- 2 Proposed academic policy statements, wherever originated, shall first be directed to the Office of Academic Affairs.
- 3 The Vice President for Academic Affairs shall establish a Joint Policy Committee consisting of four members of the Vice President Council and four members of the Faculty Senate's Policy Committee for the purpose of facilitating academic policy development.
- 4 The basic guide for the development of a comprehensive policy structure shall be the nascent edition of the Faculty Handbook. Using this document, the Joint Policy Committee may identify a sequence in which needed academic policies should be formulated and may identify appropriate points of origin for each.
- 5 Proposed academic policy statements shall be considered initially in the Joint Policy Committee, which may recommend approval or rejection, or suggest modification. In the event rejection is recommended, the committee shall return the proposal to the Office of Academic Affairs

- together with the rationale for its recommendation.
- 6 Proposed policy statements recommended favorably by the Joint Policy Committee, either as submitted or in modified form, shall be referred to both the Vice President Council and the Faculty Senate for consideration. Both bodies are expected to pursue appropriate and ample consultation with departmental chairs and faculty, i.e., deans have direct responsibility for consulting chairs.
 - 7 Should modifications to a proposed statement be suggested by the Council, the Senate, or both, the modified proposal shall be returned to the Joint Policy Committee, which shall attempt to reconcile the differences. The reconciled version shall be returned to both the Council and the Senate for concurrence.
 - 8 Should reconciliation prove impossible, the proposal in its several versions shall be returned to the Office of Academic Affairs.
 - 9 The final version of academic policy statements recommended favorably by both Council and Senate shall be forwarded to the Office of Academic Affairs for approval and promulgation, or for further transmission, if appropriate, to the President and the Board of Trustees.

B Faculty Senate - Constitution

PREAMBLE

The Faculty Senate shall be organized so that the faculty may work cooperatively with the chief administrative officer and the other administrative officers of the University for the general welfare of the University. The Senate's formulation provides a means for the faculty to deal with faculty issues which have university-wide application and with more localized issues which have exhausted their usual channels.

1 ARTICLE I: STRUCTURE

a Section I: Authority

The faculty recognizes the authority of the Board of Trustees as the governing body of the University of South Alabama. Any responsibilities and duties assumed by the Faculty Senate must be delegated by the Board

of Trustees.

A faculty representative designated by the Senate shall attend meetings of the Board of Trustees.

The Faculty Senate is the primary representative body of the faculty.

A faculty representative designated by the Senate shall be a member of all councils which advise the President, and ad hoc search or screening committees appointed to assist the chief administrative officer and the other officers of the University in the selection of administrative officers whose authority and responsibility have an impact university-wide.

Any resolution passed by the Faculty Senate shall be communicated in writing directly to the chief administrative officer of the University. Failure to reply within thirty (30) days indicates a rejection of the resolution.

Any decision by the chief administrative officer of the University to reject a resolution submitted by the Faculty Senate may be appealed to the Board of Trustees through the office of the chief administrative officer, upon the request of two-thirds majority of the University faculty by ballot in which at least sixty per cent of the faculty respond.

b Section 2: Membership and Election Procedures

Each member of the Faculty Senate shall be a faculty member. The term faculty member applies to anyone who has the rank of Lecturer, Instructor, Assistant, Associate, or Full Professor, and who normally teaches six or more credit or contact hours

per quarter, or who performs equivalent instructional duties. This is to include Librarians, and all those below the rank of Assistant Dean or Assistant Director. Only faculty members may vote in Senatorial elections.

Each college or division or free-standing department shall have one member elected at large. In addition, each college or division with fifteen members or less shall have one representative for the first fifteen members or less. For those colleges or divisions having more than fifteen members there shall be one representative for each fifteen members. Fractions of $8/15$ or greater entitle the college or division to an additional representative. (For example, 38 members: $38/15 = 2 + 8/15 = 3$ representatives, plus one elected at large = 4 representatives.)

A faculty member may be counted in only one college or division for purposes of Senate representation. The colleges and divisions shall furnish the Secretary of the Senate with a list of their faculty members prior to the end of Winter Quarter and a list of elected representatives prior to the Senate meeting scheduled for the third Wednesday of May.

The term of Senate membership shall be three years, terminating before the Senate meeting scheduled for the third Wednesday of May of the third year.

Elected members shall not succeed themselves, except that an elected member completing a term of not more than one year for an absent senator shall be eligible for re-election. Elections shall be conducted so as to ensure that one-third of the members' terms expire each year.

Every elected member shall be subject

to recall. Upon petition signed by one-fourth of the number of members of the unit from which the member was elected, a recall election shall be held. A majority of votes cast for recall shall cause the recall of the member, creating a vacancy. A vacancy caused by the resignation or recall of a Senator shall be filled promptly by a vote of the appropriate college or division.

c Section 3: Officers

The officers are the Chair, Vice Chair, and Secretary. They shall be elected by ballot at the Senate meeting scheduled for the third Wednesday of May by simple majority from the Senate membership, to take office immediately. Nominations shall be made from the floor.

The Chair shall serve for a one-year term. The Chair shall (1) preside at all meetings; (2) call special meetings of the Senate as defined in Article II, Section I, Paragraph 2, when necessary or useful; (3) when invited, attend other meetings relating to the work of the Faculty Senate; (4) take action as necessary to expedite the operation of the Faculty Senate. All rulings or actions of the Chair are subject to the approval of the Faculty Senate.

The Chair may appoint a Parliamentarian who shall be selected upon the basis of knowledge of parliamentary procedure and need not be a member of the Senate.

The Vice Chair shall perform all duties of the Chair in the absence or incapacity of the Chair and shall assist the Chair in carrying out the business of the Senate.

The Secretary shall be eligible for re-election to not more than one additional consecutive term. The

duties of the Secretary as directed by the Chair shall be to (1) assist the Chair in the construction and distribution of an agenda; (2) issue calls for all meetings; (3) receive reports, motions, or resolutions to be presented at Senate meetings; (4) record and maintain accurate minutes of all meetings including attendance; (5) distribute copies of the minutes of all meetings to all faculty and deposit copies in the University Library for general perusal; (6) conduct necessary correspondence; (7) keep and distribute an accurate list of the membership of the Senate; (8) perform other duties as may be appropriate, including maintaining the archives of the Senate.

d Section 4: Committees

A. University Committees: The Chair of the Faculty Senate shall be an ex-officio member of all University committees and of all committees with an impact University-wide, including but not only committees whose work involves planning, budgetary matters, curriculum, policy, and development.

B. Standing Senate Committees: Standing committees are established to represent the viewpoints of the faculty and to aid the Board of Trustees and the chief administrative officer of the University in their appropriate areas of concern. The Chair of the Faculty Senate shall be an ex-officio member of all Senate Committees.

Standing committee chairs shall be nominated and elected from the Senate floor. These elected chairs shall meet with the Senate Chair to determine the membership of each committee appointed by the Senate Chair.

Each college or division shall have the option to be represented on each standing committee.

All recommendations or actions of the Standing Committees are subject to the approval of the Faculty Senate. The Chair of the Faculty Senate shall coordinate the activities of the Standing Committees.

1. Faculty Salaries, Promotions, and Tenure. This Committee represents the faculty in assisting in the determination of policy relating to promotion, tenure, and salaries, as well as fringe benefits.

2. University Policy and Planning. This Committee assists the Administration and Board of Trustees concerning the budget, budget policy, all academic policies, and expansion of physical facilities and other resources of the University. It shall also make recommendations to the chief administrative officer concerning long-range planning for student and faculty needs.

3. Faculty Handbook Committee. This Committee shall aid the administration in constructing the Faculty Handbook.

4. Administration, Faculty, and Staff Evaluation Committee. This Committee shall assist in the review and development of evaluation procedures.

Grievances or problems of individuals or groups may be referred to the appropriate standing committee for consideration. This standing committee, at its discretion, may recommend the establishment of an ad hoc committee to pursue resolution.

C. Executive Committee: The Executive Committee shall consist of the Chair, Vice Chair, and Secretary, as well as the Chair of each standing Senate committee, and is to be

presided over by the Senate Chair.

The Executive Committee shall meet at the call of the Senate Chair in order to advise and assist in the administration of senate business.

D. Ad Hoc Committees: Members of the general faculty, as well as other specially qualified persons from within the University community may be requested to serve as members of ad hoc committees. Motions establishing ad hoc committees shall include:

- a. The name of the committee and its charge;
- b. Its size and composition;
- c. Whether it shall be elected or appointed, and by what methods;
- d. Date by which the committee is expected to present a progress and/or final report.

e Section 5: Budget and Maintenance

Clerical help shall be made available to the Faculty Senate. An adequate office and an adequate budget shall be provided by the University in order to support the Senate in its service to the University.

2 ARTICLE II: FUNCTION

a Section 1: Scheduling of Meetings

Regular meetings for the Senate shall be held on the third Wednesday of October, January, April, May, and July at 3:00 p.m.

Special meetings of the Senate may be initiated by a request of the chief administrative officer or of the Board of Trustees directed to the Chair of the Senate; by a majority vote of the Executive Committee; by a

written request directed to the Senate Chair from ten or more Senate members. The written request shall state explicitly the matter proposed for Senate consideration, which shall then become the first order of business at a special meeting of the Senate.

All Faculty Senate meetings shall be open.

b Section 2: Quorum

A Senate quorum shall consist of fifty-one per cent of the total membership. A simple majority of those present is sufficient to pass a motion or approve an item of business.

c Section 3: Order of Business

Except for the order of business stated below, meetings of the Senate shall be conducted according to the latest edition of Roberts Rules of Order, Revised.

1. Call to order
2. Roll call by the Secretary
3. Completion of pending business
4. Reports from Senate Committees
5. Communications from the University President or his representative.
6. New Business
7. Adjournment

d Section 4: Agenda Items

Agenda items for Senate consideration are to be submitted in writing to the Secretary of the Senate at least seven (7) days before they are to be introduced. Additional agenda items may be introduced from the floor with the consent of the Senate.

e Section 5: Voting

Except in elections, voting in the Senate shall ordinarily be by hand, voice, or roll call, with the Secretary recording the yeas, nays and abstentions by Senators. At the request of a simple majority of those present, however, a vote shall be taken by secret ballot.

Absentee votes on stated agenda items may be submitted in writing to the Secretary prior to the meeting.

3 ARTICLE III: AMENDMENTS

Amendments to this Constitution may be proposed by three-fifths vote of the Senate. The amendment does not become official until it has been approved by a majority of the University faculty and by the Board of Trustees of the University of South Alabama.

4 BYLAWS

In order to facilitate its work, the Senate shall operate in accordance with the following interpretations of its Constitution.

I. Number of Representatives a College or Division may have

A. The specifications in Article I, Section 2, paragraph 1 concerning eligibility to serve on the Senate shall also determine who are to be reckoned as the members of a College or Division for the purpose of ascertaining the number of representatives a College or Division may have.

B. The first sentence of paragraph 2 of Article I, Section 2 shall be understood to mean that each College or Division, except those with 15 members or less, shall have one member elected at large.

II. Eligibility to Vote for Senators

The specifications in Article I, Section 2, paragraph 1 concerning who is eligible to serve on the Senate shall also determine who is eligible to vote in elections for Senators.

III. Procedures Concerning Election of Senators

A. In the Spring of each year, the Secretary will obtain from each College or Division a list of the full time faculty for the coming academic year. Projected loads for each faculty member will also be requested so that the number of Senators a College or Division is entitled to may be established.

B. Pursuant to the Constitution (Article I, Section 2) representation for the coming academic year will be determined from the census. Each College or Division will be notified of the number of representatives it needs to elect, if any, and will be asked to hold any necessary elections by May 1.

IV. Procedures Concerning Election of Officers and Establishment of Committee Memberships

A. During the week after May 1, when all new Senators have been elected, the past Secretary of the Senate shall circulate a list of Senate membership for the forthcoming year to each Senator on the list. The past Secretary shall also ask each such Senator to provide:

1. the names of two committees on which he or she would be interested in serving. (These may be either Senate committees

or committees on which the Senate has membership.)

2. any nominations he or she might wish to make for the Senate's elective offices. As mandated by the Constitution, nominations may also be made from the floor when elections are held.

3. the resulting nominations for the Senate's elective offices should be summarized by the past Secretary and distributed to the entire Senate membership for study during the second week in May. As mandated in Article I of the Constitution, election of officers shall take place on the third Wednesday in May.

B. Prior to the next regular meeting, those elected shall meet to appoint the members of Senate committees, as well as committees on which the Senate has membership (such as, the Joint Policy Committee, the University Planning Committee, the Space and Facilities Committee). Appointments should be made so as to provide a measure of continuity in the yearly membership of each committee.

V. Resignations and Replacements

A Senator who wishes to resign should instead request a leave of absence for the duration of his/her term. A replacement shall then be elected to serve for the duration of his/her term. This procedure will help maintain a 1/3 year rotation of Senate membership and is in keeping with Article I, Section 2, paragraph 5.

VI. Attendance

Any member of the Faculty Senate who misses without a valid excuse two Senate meetings (constitutionally mandated or called) during the academic year shall no longer be regarded as a member of the Faculty Senate. The Secretary of the Faculty Senate shall undertake steps to seek the selection of a replacement by the appropriate college, division, or electing body. Any member liable for dismissal may appeal to the Executive Committee of the Faculty Senate.

VII. Additional Responsibilities of the Executive Committee

1. The Chair of the Senate, or the Chair's designee, shall attend meetings of the Board of Trustees and the Budget Council.

2. Subject to review by the Senate, the Executive Committee shall recommend to the appropriate Administrative officer appropriate Senate involvement in searches for administrators having University-wide responsibilities.

VIII. Year-End Reports

Members of the Executive Committee shall provide written year-end reports on their areas of responsibility. Chairs of ad hoc committees and the principal Senate representatives to University committees shall also provide such reports. All such reports shall be submitted to the Senate.

C University Standing Committees

The University Standing Committees are appointed by the President. Their jurisdiction extends to all subject matter fairly implied by their names.

The University Standing Committees are recommending bodies; their proposals, a basis for policy decision, are transmitted in writing to the President or a designated representative who will inform the committee, in writing, of the decision(s) made.

The University Standing Committees are:

Academic Computing
Admissions and Records
Bookstore
Continuing Education
Co-op/Placement
Library
Research
Safety
Scholarships and Financial Aids
University Writing Program

Each college and division establishes committees as needed.

PART II

THE FACULTY

I Definition of Faculty

no statement

II Definition of Academic Ranks and Titles

A The Ranked Faculty

1 Instructor

The rank of Instructor is open to persons who have not met the degree, graduate study, and/or experience requirements for appointment or promotion to a professorial rank.

2 Assistant Professor

The rank of Assistant Professor is open only to a faculty member considered terminally qualified in his/her field. Exceptions can be made if of a positive nature, but such exceptions need not be included in University policy. Where a master's degree is considered terminal, at least three years of full-time teaching experience at the Instructor level is required before eligibility for this rank is established; otherwise the length of time at the Instructor level will depend upon attainment of the necessary basic qualifications for promotion to Assistant Professor.

3 Associate Professor

The rank of Associate Professor is open only to one holding an earned doctor's degree or other terminal degree in the field in which he/she is teaching, or to one whose credentials have been accepted by the University as equivalent to terminal qualifications. In exceptional cases, an Associate Professorship may be granted for clearly distinguished achievement to one who has not met the prescribed degree requirements.

The rank of Professor is open only to one holding an earned doctor's degree or other terminal degree in the field in which he/she is teaching, or in a closely related field. In exceptional cases, a full professorship may be granted for clearly distinguished achievements to one who has not met the prescribed degree requirements.

B The Unranked Faculty

1 Lecturer

The titles "Professorial Lecturer" and "Lecturer" may be used for appointments at any salary and experience level. Service in either capacity does not qualify a person for tenure.

C The Extraordinary Faculty

1 Emeritus Status

- a Appointment Authority: The Board of Trustees, through the President of the University
- b Origination of Recommendation: From the department to the dean to the Vice President for Academic Affairs
- c Reimbursement: None
- d Eligibility, Prerequisites, and/or Limitations:
 - i The status is open to all full-time faculty at all ranks and titles and to all academic administrators.
 - ii A minimum of ten years' service at the University of South Alabama is necessary to establish eligibility for consideration.
 - iii The subject must have accepted retirement and retired officially at the University of South Alabama on a specific date.

- iv The following qualifications are examples of desirable characteristics that must be considered by the recommending department:

Academic

- Widespread or prestigious recognition as a scholar in his/her discipline
- Accepted and well-known excellence in teaching
- Notable contributions to student academic welfare for example, in the area of academic counseling, academic organizations, etc.

Extra Academic

- Recognized public service of definite institutional benefit
- Positive character in conduct over an extended period representing a consistently benign and inspiring influence

- e Benefits and/or Privileges shall include:

- i Continued library privileges
- ii Continued bookstore faculty discount
- iii Continued use of the University as agent for grant applications
- iv Continued eligibility for faculty parking privileges
- v Continued eligibility for University housing

- f Tenure and/or Duration of Appointment: Life

2 Adjunct Status

- a Appointment Authority: The Board of Trustees, through the President of the University
- b Origination of Recommendation: From the department to the dean to the Vice President for Academic Affairs
- c Reimbursement: As specified by letter of appointment
- d Eligibility, Prerequisites and/or Limitations:

Adjunct status in any rank may be awarded to

part-time faculty as well as to those designees who are not paid by the University and who have a primary affiliation with some other institution or in some other profession.

- e Benefits: As specified by letter of appointment
- f Duration of Appointment: As specified by letter of appointment.

3 Visiting Status

- a Appointment Authority: The Board of Trustees, through the President of the University.
- b Origination of Recommendation: From department to dean to the Vice President for Academic Affairs.
- c Reimbursement: As specified by letter of appointment.
- d Eligibility, Prerequisite, and/or Limitations:

Visiting status can be awarded at any professional rank. The designee must have a current academic affiliation with another organization.

- e Benefits and/or Privileges: As specified by letter of appointment.
- f Duration of Appointment: As specified by letter of appointment.

4 Distinguished Professor Status

- a Appointment Authority: The Board of Trustees through the President of the University.
- b Origination of Recommendation:

Candidates for this appointment will be nominated and recommended by the dean of the college to the Vice President for Academic

Affairs for recommendation to the President.

c Reimbursement: As specified by letter of appointment

d Eligibility, Prerequisites, and/or Limitations:

i The status of Distinguished Professor will be an honorary designation.

ii The basic criteria for eligibility shall be a sustained scholarly productivity over a period of at least five years immediately preceding this appointment and that this productivity represent the output of original scholarship, and the scholarship shall be in the scholarly field of the eligible person.

iii The status of Distinguished Professor shall be open only to those having attained the rank of full professor.

e Benefits and/or Privileges:

The administration shall give special recognition to this honor with suitable documents and ceremonies, but no pecuniary consideration shall be given.

f Duration of Appointment: This designation shall be for a specific year of appointment, renewed as desired by the University.

5 Research Professor Status

no statement

D Professional Librarians

Professional librarians at the University of South Alabama shall have faculty status equivalent in all respects, including eligibility for tenure, to that status enjoyed by those in the departments of instruction, but professional librarians shall not hold professorial rank per se. Although faculty status for professional librarians carries all the rights and privileges of the instructional faculty, three aspects of faculty status must not be misunderstood. Although the ranks of professional librarians and their suggested instructional counterparts may be established, the rank structure of professional librarians and the rank structure for members of the faculty whose

primary function is instruction and research shall be denominated differently (see below). Second, although carrying different designations, no differences are intended, nor shall any be made. Third, the ranks of professional librarians differ from that of the instructional staff because of the basic difference in function. Consequently, the criteria for promotion shall be different (see below).

The library ranks and their suggested instructional counterparts are as follows:

Library Rank	Counterpart Rank
Junior Librarian	Instructor
Assistant Librarian	Assistant Professor
Associate Librarian	Associate Professor
Senior Librarian	Professor

Rank at the time of appointment will be determined by educational credentials and professional experience. Only those with terminal degrees are eligible for library rank; in accordance with the policy of the Association of College and Research Libraries, the Master's Degree in Library Science from an institution accredited by the American Library Association is considered the appropriate terminal degree for librarians employed in the academic setting. For purposes of the conversion to the new rank system, time accrued at the University while a professional librarian will be counted toward years of eligibility for consideration for tenure. However, tenure is never automatic regardless of the number of years in service, and in those instances in which years of service as a professional librarian at the University have exceeded the number of years of service for eligibility for tenure a tenured appointment will not be automatic. From thenceforth, tenure determinations will be made for professional librarians in accordance with the policies in effect for the instructional ranks on an exactly equivalent basis.

Promotion in rank will occur on the basis of performance and merit as determined by the stated criteria for promotion, both general and specific, included below. For purposes of the conversion to the new rank system, time accrued at the University while a professional librarian will be counted toward years of eligibility for consideration in promotion. In those instances in

which years of service as a professional librarian at the University have exceeded the number of years of service for eligibility for promotion, promotion to the next highest rank will not be automatic. Minimum times in rank to establish eligibility for promotion to the next higher rank are as follows:

For promotion to:

Assistant Librarian	3 years as Junior Librarian
Associate Librarian	4 years as Assistant Librarian
Senior Librarian	5 years as Associate Librarian

It must be stressed that these are minimum times in rank; eligibility for promotion is quite different from qualification for promotion. The following general criteria will be used in evaluating professional librarians for promotion:

- *Professional competency and activity, including effectiveness in the development and use of Library resources for undergraduate and graduate instructional and research programs; advanced degrees held (both professional and subject matter); efforts for professional growth through further study; effectiveness in supervision of Library personnel.
- *Research or Creative Work
Publication of books, articles, reviews, and reports of scholarly or creative nature.
- *Service to the University
Service and leadership including committee and administrative activity in the internal affairs of the University.
- *University-Related Public Service
Participation in local, state, and national projects, committees and organizations, consultation, and community service.

The specific criteria and expectations for each rank are included below.

1 Junior Librarian

This rank constitutes the beginning level of professional librarianship and performance of professional duties. It may include the following assignments: reference, cataloging and classification work, or performance of

circulation, serials, media, or government-documents tasks requiring the application of professional knowledge. Professional work performed is reviewed by a supervisor for adequacy and compliance with instructions. Some professional functions are performed independently but within a limited scope.

Typical of such positions are performance of some of the following tasks: reference and research assistance, orientation of patrons through instruction in using indexing tools and locating materials, descriptive cataloging of material involving few problems in establishment of entries, revising work performed by clerical workers, subject cataloging with revision of material in a limited subject-matter field with no deviations from approved guidelines, computer-based library services, performance of circulation, serials, and acquisition tasks involving supervision of clerical workers, with primary responsibility for professional functions. Administrative responsibility is not required at this level.

Minimum qualifications: A Master's Degree in Library Science from an institution accredited by the American Library Association is required. Persons holding this rank may be promoted only after a minimum probationary period of three years and satisfactory performance. Appointments at this rank require expectation of successful overall performance and the potential for a promising career in librarianship.

2 Assistant Librarian

This rank includes all positions that involve application of professional knowledge, responsibility for performance of others, and independent professional judgment. The person in this position assists in policy-making decisions and performs independently; a supervisor is available for consultation when necessary. This is the minimum rank for department heads.

Typical of such positions are the following tasks: supervision of duties performed by lower-ranking professional librarians and

paraprofessional employees; unrevised descriptive cataloging of material including scientific, serial, and foreign publications; subject cataloging of difficult material; initial responsibility for materials selection or processing in a centralized acquisitions organization; performance of circulation, reference, media, acquisitions, or serials tasks of a supervisory or administrative nature.

Minimum qualifications: A Master's Degree in Library Science from an ALA-accredited institution and at least three years of professional library experience. Persons holding this rank perform professional duties with competence and considerable autonomy and serve their profession, the University, and the community. Promotion to this rank requires evidence of significant professional contributions to the library or the institution.

3 Associate Librarian

This rank independently performs complex professional duties and supervises the activities of others. Typical of such positions are the following: significant management responsibilities; supervising and coordinating complex cataloging or classification tasks, performance of complex bibliographical, technical, or reference duties, or supervision of less complex work performed by professional or clerical personnel; responsibility for a portion of the library budget; depth of knowledge of bibliographic tools; authority in book selection and collection building; and independent performance of difficult professional duties requiring specialized knowledge or experience.

Minimum qualifications: A Master's Degree in Library Science from an ALA-accredited institution, at least seven years of professional library experience or four years of USA service at the rank of Assistant Librarian, and appropriate administrative and supervisory experience. This rank requires considerable subject expertise or depth in areas of librarianship or related areas of automation and technology with evidence of strong research potential. An additional

graduate degree lends evidence of subject knowledge, although other evidence may be acceptable. The person in this rank participates actively in professional contributions to the Library and the institution as well as attainment of a high level of bibliographical activities, in research, or in other professional endeavors.

4 Senior Librarian

This rank includes the highest levels of professional responsibility. Typically, this rank has responsibility for staffing and assigning duties; for recommending establishment of or changes in policy; and for establishing procedures within the parameters of library regulations.

Minimum qualifications: A Master's Degree in Library Science from an ALA-accredited institution; at least twelve years of professional library experience or five years of USA service at the Associate Librarian rank; demonstrated administrative and supervisory ability; and a subject specialization where appropriate, evidenced by a graduate degree in the subject field or the equivalent in training or experience. Promotion to this rank requires outstanding achievements in bibliographical activities, in research, or in other professional endeavors.

E Non-Tenure-Track Faculty in the College of Allied Health Professions and College of Nursing

1 Clinical Appointments

Clinical appointments for faculty in the colleges of Allied Health Professions and Nursing will be designated by ranks of Instructor, Assistant Professor, Associate Professor, and Professor of Clinical (name of discipline). Any such appointment carrying the prefix "clinical" is non-tenure track. Appointments are made official in writing with the terms specified in writing.

Clinical appointments may be made when the faculty member teaches in a medically or health related discipline and is not involved in

research as a major component of his/her time.

Clinical appointments are made in two circumstances:

To those individuals who volunteer their services in clinical practicum teaching. Volunteer or part-time clinical faculty will carry the title of Adjunct Clinical Instructors.

To those individuals who are salaried full- or part-time faculty of the University and who meet the eligibility requirements. In such cases clinical faculty will be afforded all of the privileges awarded to faculty in probationary services in tenure-track appointments.

Clinical appointments are non-tenure-track and are made on an annual basis. Notification of non-reappointment for salaried clinical faculty will be twelve months in advance of the termination date unless otherwise specified in the appointment letter. Such notification will be given in writing. Non-reappointment is not considered as dismissal.

2 Personnel Procedures

Procedures relative to appointment, promotion, non-reappointment, and dismissal are as follows:

Recommendation by the departmental chair to the Dean of the College.

Upon concurrence by the Dean, recommendation is made to the Vice President for Academic Affairs.

Upon concurrence by the Vice President, recommendation is made to the President of the University.

Dismissal entails procedures which are normally followed by the University and which comply with AAUP standards. Dismissal

is defined as termination of employment prior to expiration of the term appointment.

Performance evaluations and other matters related to consideration for promotion, reappointment, and salary increases will be based on the individual's performance relative to the responsibilities as a clinical appointee.

3 Conversion Procedures

- a Special Procedures for Conversion from Tenure Track Appointment To Clinical Track Appointment - An individual appointed in a tenure-track position may elect to convert to a non-tenure-track clinical appointment when eligibility conditions described above are met. In such circumstances, the following conditions must be complied with:

The conversion to clinical status must be a voluntary decision of the individual.

The individual requesting the change in appointment status must notify the department chair and dean of the college in writing. The request may be made at any time.

Origination of recommendation and procedures relative to the change in appointment follow the Personnel Procedures described above.

The individual requesting the change in appointment status must resign the faculty appointment, prior to appointment to the non-tenure-track position.

A letter of appointment to the non-tenure-track position will specify the beginning date of appointment and will specify the conditions of the appointment.

A letter of resignation of the tenure-track appointment signed by the faculty member should accompany the faculty member's letter requesting conversion to non-tenure-track

status. The resignation letter must be addressed to the President.

- b Conversion from Clinical Appointment to Tenure-Track Appointment - An individual may request at any time a change in status of appointment from clinical to tenure-track status. Under such circumstances the following conditions apply:

Procedures relative to request, origination of recommendation letter of appointment are identical to those described in 3-a above.

Decisions to recommend and appoint the faculty member in a tenure-track position may be based on financial resources available to the department and the department chair's evaluation and judgment of the individual's potential success in meeting those standards necessary to achieve tenure.

Origination of recommendation and procedures relative to the change in appointment follow the Personnel Procedures described above. However, a denial of a request for a different type of appointment is not appealable.

Probationary periods required in tenure-track ranks will apply to individuals who convert from clinical status to tenure-track status. A maximum of three years' credit may be applied toward the probationary period for time spent in previous tenure-track status and clinical status. If credit to be applied toward the probationary period is granted for previous tenure-track status and clinical status, the amount of time will be designated in the appointment letter.

F Administrative Officers and Academic Rank

- 1 Appointment of Administrative Officers To The Ranked Faculty

Administrative officers may hold rank in the

academic departments.

2 Academic Administrative Officers of
the University: Rank, Promotion and
Tenure Procedures

no statement

3 Evaluation of Academic Administrators

Periodic and overt review is a means of insuring more effective and credible administration and educational leadership. The administrator evaluated will have an opportunity to compare the perceptions of his/her personnel, individually and collectively, with his/her perceptions of goals and aspirations, as well as perceived ability to effect these desired results. The results should provide the basis for evolving a more credible and effective administration.

Therefore, effective with the 1979-1980 academic year, periodic and overt evaluation of academic administrators--deans, directors, departmental chairs--is official academic policy at the University of South Alabama.

The policy that the administrators serve at the pleasure of the President and the Board of Trustees is one that cannot in any way be altered or abrogated by any stipend or annual increment that may be granted to the position.

Review of any administrator may occur at any time. A college dean has the prerogative and the duty to conduct a review at any time deemed appropriate. Additionally, this policy statement may not be construed to be applicable to any review or related matters that may be currently in progress.

Many delicate and critical elements exist in the general evaluation of an administrator, such as the instrument(s) to be used and its design, its (their) purpose, how the evaluation instrument is to be administered, by whom, when the evaluation occurs (timing), the confidentiality of results, and how the results will be used. The Vice President for Academic

Affairs will attempt the realization of both the spirit and purpose of administrative review.

The Vice President for Academic Affairs will administer the evaluation of deans. All chairpersons of the dean's college will be sent a copy of the evaluative instrument. The evaluative instrument is to be executed and returned, either signed or unsigned, to the Office of the Vice President for Academic Affairs in a sealed envelope. If a departmental chair is being evaluated, the instrument will be returned to the office of the appropriate dean as per instructions.

Any tabulated summaries, including the relevant written comments, for the dean will be given to the dean personally by the Vice President for Academic Affairs. Once the dean has had time to analyze and digest the results, the Vice President for Academic Affairs will ask the dean to schedule a meeting for the purpose of giving evaluation of the results. The Vice President for Academic Affairs shall share observations with the dean. If, for example, they identify problem areas, the Vice President for Academic Affairs will recommend, in due course, that a strategy for the amelioration of the problems be provided. Special notice of the dean's strengths will be provided as well, since the central purpose of the review is to produce more credible and effective administration and educational leadership.

Subsequent to the meeting with the Vice President for Academic Affairs, the Vice President for Academic Affairs will make an appropriate report to the President. The dean being reviewed may, if desired, make a report and a response to the respective faculty.

In similar fashion, deans will use the results from the review of departmental chairs. Each dean will report and share the findings of the departmental reviews, including recommendations, with the Vice President for Academic Affairs. The Vice President for Academic Affairs will make the appropriate reports and recommendations to the President.

The Vice President for Academic Affairs will submit to an evaluation by those under the

purview of Academic Affairs. Each year a request to the deans, divisional and departmental heads to conduct an evaluation will be made. Although one does not commit the President, at five-year intervals, the Vice President for Academic Affairs will request the President to conduct a formal review of the Vice President for Academic Affairs.

4 Reversion of Administrators to Faculty Status

The following policy is applicable only to administrators who hold administrative posts on a fiscal year basis and who hold faculty rank tenured appointments in an academic department.

Reversion to faculty status is possible only for those holding tenured faculty appointments. Reversion to faculty status does not apply to departmental chairpersons.

The individual's twelve-month administrative salary will be converted to a nine-month faculty salary by multiplying the former by 0.818 (9/11). (This provision does not apply to those academic units whose faculty are on twelve-month appointments.)

For those who have served as an administrator for at least five years, but fewer than ten, no assignment will be made in the quarter immediately subsequent to reversion. Rather, this quarter is to be used for the study and research necessary to prepare adequately for return to the classroom. For those who have so served for ten or more years, two quarters without assignment will be provided. Full compensation at the new faculty salary will be paid in the quarter(s) in which those services of study and research preparation are made.

Those serving as an administrator for five years or more will be given a teaching or research assignment for two Summer Quarters following reversion. In the event reversion occurs at the end of a Spring Quarter, the first of these two summers will be devoted to the study cited in the paragraph immediately above.

III Policies on Recruitment and Appointment

A Recruitment

The University of South Alabama is an Affirmative Action/Equal Opportunity Educational Institution.

1 Filling Full-Time Faculty Positions

- a Recruiting may not be undertaken until the position to be filled has been defined and approved. The proper submission of Academic Affairs Form #1, which originates in the department, is forwarded by the dean, and approved by the Vice President for Academic Affairs, establishes the existence of a vacancy and sets the rank and salary levels at which it is to be filled. When it is approved, a copy of the form will be returned to the dean.
- b An appropriate screening committee is formed on the recommendation of the department chair and approval/appointment by the dean.
- c The screening committee drafts the required advertising copy and proposes the media to be used. The advertising scheme must be approved by both the dean and the Vice President for Academic Affairs. The ad copy details the requirements of the position, specifies an appropriate closing date for applications, and includes asseverations of non-discrimination.
- d Advertisements are placed through the Office of Academic Affairs.
- e After the closing date, the screening committee reviews the applications and recommends a slate of candidates to be invited to campus for interview. The request for visit is forwarded from the department, through the dean's office, to the Office of Academic Affairs for approval. Normally, the files of candidates proposed for interview must be complete at this time, although certain situations may require exceptions. A complete file consists of two copies of the University Biographical Data Form, three (3) letters of recommendation, and official transcripts representing all work undertaken in higher education, both

- f The department is responsible for making all arrangements for the candidates' visits, including scheduling campus interviews. Candidates for the ranks of Lecturer, Instructor, and Assistant Professor will be interviewed by the faculty, the chairs, the dean's office, and the Office of Academic Affairs. Candidates for the rank of Associate and Full Professor will be interviewed additionally by the President.
- g Once the interviews are concluded, the dean, after consultation with the department chair, recommends a candidate for appointment to the Vice President for Academic Affairs. The recommendation should be specific in all particulars, i.e., rank, salary, extent to which prior services will be counted toward tenure and promotion; duration of appointment, if term; and any other considerations.
- h Upon approval by the Vice President, an appointment letter will be prepared for the President's signature. Only after this letter has been signed is the tender of appointment official.

2 Filling Chair Positions

- a The recruiting procedure starts with the submission and approval of Academic Affairs Form #1, as above.
- b An appropriate screening committee, with at least 25-percent female membership, is formed on the recommendations of the department chair and the dean, with the approval of the Vice President for Academic Affairs. The dean appoints the committee.
- c Advertising for the position is developed and placed as described in items 3 and 4 above.
- d A slate of candidates will be recommended and approved for interview as described in item 5 above.

- e The department is responsible for making all arrangements for the candidates' visits, including scheduling campus interviews. Candidates for chair positions will be interviewed by the faculty, the incumbent chair, the dean, the Vice President for Academic Affairs, and the President.
- f Once the interviews are completed, the dean will consult with the screening committee, chair, and faculty and will make a recommendation for appointment to the Vice President for Academic Affairs. As above, the recommendation should be specific in all particulars.
- g Upon approval of the Vice President, appointment letters will be prepared for the President's signature. (Two letters are prepared -- one appointing to faculty rank and one appointing the chair.) Only after these letters are signed is the tender of appointment official.

3 Hiring Part-Time Faculty

- a Candidates for part-time faculty positions are interviewed by the chair and the dean's office. A complete file for part-time faculty candidates consists of the same materials required of full-time faculty applicants.
- b Recommendations for appointment are made by the dean to the Vice President for Academic Affairs for approval.
- c A letter of appointment is not executed; appointment is made via a Personnel Action Form.

B Documents and Records

1 Pre-employment File

The pre-employment file must include all transcripts, the biographical data form, three letters of reference, and any other required

EEOC/Affirmative Action Compliance statements.

2 Personnel File

There is only one official personnel file maintained by the University, and it is housed in the Office of the President.

C Appointment of Summer Session Faculty

No one will receive a summer school assignment for more than two consecutive summers unless it is in the best interest of the University to do so. For example, circumstances may necessitate that a person teach more than two consecutive summer school sessions, or a person may possess a particular expertise and be the only person available for teaching. However, in all instances, summer school assignments will be made in the best interest of the University. Therefore, the Dean of the particular College, along with the Departmental Chair, will make the determination about the summer school assignments, operating always under the guidelines outlined herein. Moreover, each department, given the range of complexities and differences in mission, will, within its policy framework, develop and refine a policy for the selection of faculty for the summer session. Such policy must be approved by the Dean of the College.

IV Policies and Procedures on Promotion

A Introduction and General Criteria

The overall quality of the University and its programs depends, quite clearly and directly, on the quality of the faculty. The faculty's achievements in scholarship, research, honors, professional reputation, and teaching excellence are all measures of faculty strength, although different types of institutions may value these measures differently. For universities, however, the level of scholarship attained by the faculty is the most meaningful criterion, judged in the light of national standards. On this basis, few institutions in the country can claim true excellence, but certainly the University of South Alabama aspires to that goal. Just as certainly it cannot accept a level of scholarship that is anything less than adequate, i.e., a performance

considered respectable by national standards. Because promotion in rank is a recognition of the achievements by which the University is measured, then, promotion decisions have the most serious long-term implications for the quality of the faculty, and, therefore, of the University.

Therefore, given the relationship described above, it shall be University policy to base all promotion decisions solely on demonstrated professional merit, the quality of contributions to the University, and the competent and regular performance of duties, including one's ability to participate harmoniously in a healthy learning environment. In making promotion decisions, the general policy of the University shall be to use faculty consultation with appropriate approval and recommendation by departmental chairs, academic deans or directors, vice presidents, and a final decision made by the President and the Board of Trustees.

Promotion in academic rank constitutes a recognition of an individual's professionalism and professional achievement. The pertinent attributes of professionalism are identified in the "AAUP Statement on Professional Ethics." The degree of professional achievement is evaluated in three broad areas: teaching effectiveness, professional development, and professional service to the department, college, University, and (where appropriate) the community. While not exhaustive, the following descriptions provide broad definitions of the three areas.

The area of teaching effectiveness includes classroom and laboratory performance, academic advising and counselling, availability to students, supervision of students' independent research or study, course and curriculum development, and guest lectures to classes.

The area of professional development includes scholarship in all its manifestations--service on editorial and advisory boards, offices held in professional organizations, participation in professional institutes and workshops, research, publications, exhibitions, performances, professional awards, grants and fellowships, presentations to professional organizations, and lecture appointments.

The area of university-related service includes

committee and administrative work at any level of the university, assisting in student activities and university-related community and clinical services rendered in a professional capacity.

Participation in University management by persons who are also faculty members--either through holding administrative positions at the University or through committee work of a purely administrative nature--may not be the sole basis for promotion in academic rank.

A general criterion that is appropriate to all three areas is the individual's degree of commitment to the goals of the department and college and the dedication to the orderly pursuit of the University's mission.

Promotions are always based on merit and achievement, rather than upon length of service only. Promotions will not be denied solely on the basis of budgetary limitations; as a practical matter, however, budgetary limitations may not always permit an immediate salary increase commensurate with the new rank at the time promotions are granted.

As a matter of policy, the University has no quota system as to the number or percentage of persons who can hold any particular rank.

Candidates recommended for promotion must meet the following minimum qualifications as well as the highest standards of the discipline according to the general criteria found above. Additionally, candidates must display evidence of substantial professional development or achievement since attaining their present rank.

Full-time academic service is defined as full-time employment as a faculty member for the entire academic year. An "academic year" is nine months (September-June) normally covering Fall, Winter, and Spring Quarters.

B Criteria by Rank

1 Assistant Professor

The rank of assistant professor is open only to faculty members considered terminally qualified in their field, or to one whose credentials have been accepted by the University as equivalent to terminal qualifications. In exceptional cases, an assistant professorship may be granted for clearly distinguished achievement to one who has not met the prescribed degree requirements. The following requirements must be met for promotion from Instructor to Assistant Professor:

- a The candidate must have the appropriate terminal degree.
- b Where a Master's degree is considered terminal, at least three years of full-time academic service at the Instructor level are required before eligibility for promotion is established. The time-in-rank requirements refer to continuous service only at the University of South Alabama. For prior teaching or other professional experience, including prior experience at the University of South Alabama prior to the current appointment, to count toward promotion eligibility, the individual's initial letter of appointment must so specify and indicate the extent to which it will be counted. Lacking this specification, prior experience, including previous experience at the University of South Alabama under another appointment, cannot be used to establish eligibility to be considered for promotion.
- c The candidate must display evidence of effective teaching and advising and of scholarly or creative activity.

2 Associate Professor

The rank of associate professor is open only to those holding earned Doctor's degree or other terminal degrees in the field in which they are teaching, or to one whose credentials have been accepted by the University as equivalent to terminal qualifications. In exceptional cases, an associate professorship may be granted for clearly distinguished achievement to one who has not met the prescribed degree requirements. The following requirements must be met for promotion from Assistant Professor to Associate

Professor:

- a The candidate must have at least six years' full-time professorial experience as an Assistant Professor. The time-in-rank requirements refer to service only at the University of South Alabama. For prior teaching or other professorial experience to count toward promotion eligibility, the individual's initial letter of appointment must so specify and indicate the extent to which it will be counted. Lacking this specification, no prior experience can be used to establish eligibility to be considered for promotion.
- b The candidate must display evidence of professional development of sufficient quality to indicate the continuation of a significant scholarly or creative career.
- c The candidate must display evidence of effective teaching and student advising.
- d The candidate must have begun to show competent work in University-related services at one or more levels.

3 Professor

The rank of professor is open only to those holding earned Doctor's degree or other terminal degrees in the field in which they are teaching, or in a closely related field. In exceptional cases, a full professorship may be granted for clearly distinguished achievement to one who has not met the prescribed degree requirements. The following requirements must be met for promotion from Associate Professor to Professor:

- a The candidate must have at least three years' full-time academic experience as an Associate Professor. Time-in-rank requirements refer to service only at the University of South Alabama. For prior teaching or other professorial experience to count toward promotion eligibility, the individual's initial letter of appointment must so specify and indicate the extent to which it will be counted. Lacking this specification, no prior experience can be used to establish eligibility to be considered for promotion.

- b The candidate must display evidence of effective teaching and student advising.
- c The candidate must display evidence of outstanding scholarly (or equivalent creative) work, including, for instance, one or more significant book-length works or a number of substantial articles.
- d The candidate must display evidence of significant and sustained university-related service.

4 Exceptions

While all criteria and formal requirements must normally be met for promotion to the ranks indicated, it is conceivable that, in rare instances, truly outstanding performance will carry sufficient weight to make exceptions appropriate. In such instances, a compelling case for promotion must be made, including specific, detailed information that will allow reviewing officials to make an informed evaluation of the recommendation. Such cases will constitute rare exceptions to the normal policy.

C Promotion Procedures

Promotion recommendations will be submitted to the Vice President for Academic Affairs each year, normally by 1 March. The recommendations originate at the departmental level and proceed upward through normal administrative channels. Final promotion decisions are made by the President, subject to approval by the Board of Trustees.

1 Departmental Procedures

The chair is responsible for the organization and conduct of the department's activities with regard to promotion. Candidates for promotion are identified by the chair's nomination or, lacking that, self nomination should a person not nominated feel qualified. The chair will insure that all candidates have an opportunity to submit relevant information and materials for appropriate review.

In carrying out these procedures, the chair shall observe both the spirit and the letter of Academic Affairs Policy Statement #1, dealing with departmental governance. For purposes of dealing with recommendations for promotion, the appropriate faculty consultative body consists of a committee composed of all those members of the department senior in rank to the candidate. Some academic units may find it difficult or impossible to constitute such a committee, given the above exclusions. In that event, the chair appoints an appropriate committee, following the spirit of the review process. All involved faculty must have an opportunity to examine whatever supporting information and materials the candidate may have submitted in support of his or her candidacy.

Once these procedures have been completed, the chair shall submit a recommendation in writing, including justification for the recommended action, to the dean (or director) of the academic unit. Along with the recommendation, the chair will report to the dean the results of the faculty consultation that has been conducted.

Along with the chair's recommendation, the separate departmental committee's recommendation shall be forwarded to the dean of the college by the departmental chair.

2 Collegiate Procedures

The dean (or director) of each college, school, and division will appoint each year a Promotion Evaluation and Review Committee (PERC). Membership on this committee shall be limited to tenured associate and full professors. Additionally, chairs of departments having candidates for promotion will not serve as members. (Some academic units may find it difficult or impossible to constitute such a committee, following the spirit of the review process.) The committee's charge shall be to review the departmental promotion recommendations submitted to the dean's office and to evaluate the candidates so that it can make its own recommendations to the dean. The committee may establish the procedures it wishes to follow in carrying out its charge, subject to the dean's approval. These procedures must include, however, adequate provision for the candidates to submit relevant

information and materials in support of their candidacies and must be grounded in the promotion criteria stipulated above. The committee recommendations submitted to the dean should contain a rationale for the committee's action and a report of the committee's vote on each recommendation. If an academic unit finds this committee procedure unworkable, it may substitute another consultative method, upon the approval of the Vice President for Academic Affairs.

When the recommendations of the department chair, departmental committee, and college committee have been forwarded, the dean shall review the file and make a separate recommendation. The recommendations of department chair, the departmental committee, the college committee (PERC) and the dean shall be forwarded to the Vice President for Academic Affairs.

3 Vice Presidential Procedures

After receiving the college submissions, the Vice President shall proceed to formulate his or her recommendations, based on the supplied information, and submit those recommendations, with the complete recommendations of the departmental chair, the departmental committee, the college committee, and the dean of the college, to the President.

4 Presidential Action

The President takes final action on the recommendations for promotion, subject to approval by the Board of Trustees.

5 Notification

Once the President and Board have acted, letters of promotion are issued by the President. Upon the issuance of such letters, the Vice President for Academic Affairs shall report to the appropriate dean the results of Board action on promotions for further transmission to the chairs and faculty.

V Policies and Procedures on Tenure

A Tenure Policy

The following tenure policy applies to appointments made on or after September 1, 1987.

Tenure acquisition requires specific procedures and approvals. It is never automatic, regardless of the number of years of service. Tenure is granted only by the Board of Trustees.

If approved, tenure is granted to faculty members in the ranks designated below on September 1st following the completion of a period of probationary service as a full-time member of the faculty of the University of South Alabama. The tenure decision may not be delayed beyond the applicable probationary period indicated by rank.

When this tenure policy differs from the 1940 Statement of Principles on Tenure, this policy will supersede the 1940 Statement.

B Requirements for Eligibility

1 Rank Requirements

Tenure is granted only to faculty members holding the rank of Assistant Professor, Associate Professor, Professor, Assistant Librarian, Associate Librarian, or Senior Librarian.

2 Time of Service Requirements

The period of required full-time probationary service is defined in the table below:

Rank	Years of Full-Time Probationary Service Required Before Being Eligible for Tenure
Professor; Senior Librarian	2
Associate Professor; Associate Librarian	3
Assistant Professor; Assistant Librarian	6

A faculty member who has not achieved at least the rank of Assistant Professor or Assistant Librarian normally shall not serve on the faculty more than six years.

Years of service as a faculty member on fractional appointment(s) cannot be accumulated to be counted toward tenure. Academic service must be full-time to be counted toward tenure. Full-time academic service is defined as full-time employment as a faculty member for the entire academic year. Academic service includes both administrative and academic activities while holding faculty rank. Time on leave from the University of South Alabama normally may not be counted toward the required probationary period.

Faculty at the rank of Assistant Professor, Assistant Librarian, or above may be granted credit up to a maximum of three years toward tenure for prior full-time academic service at the University of South Alabama or other institutions of higher education. If credit is granted toward tenure, the number of years credit will be stated in the letter of appointment, and the same number of years credit must also be granted toward promotion.

In exceptional cases, at the time of appointment tenure may be granted to persons who are tenured at another University at the rank of Professor. For appointments with tenure, reviews and recommendations shall occur prior to appointment at the departmental level, the collegiate level and the University level.

C Procedures

The review process for awarding tenure is conducted during the faculty member's final year of probationary service. The process begins in the department and includes administrative and peer recommendations at both the departmental and collegiate levels.

1 Departmental Procedures

The departmental tenure committee shall be notified by the departmental chair to consider a faculty member who is in the final year of

probationary service. The departmental tenure committee is normally composed of all tenured faculty members in the department except the chair. The committee shall have an opportunity to examine whatever supporting information and materials the candidate may have submitted in support of his or her candidacy.

The departmental committee shall submit a written report to the departmental chair. The chair shall submit a written report to the dean along with the departmental committee's report and the faculty member's supporting documents.

2 Collegiate Procedures

Each year, the dean (or director) of each college, school, and division shall appoint a collegiate tenure committee of at least seven members. Membership on this committee shall be limited to tenured associate and full professors. In addition, chairs of departments having candidates for tenure and the dean of the college will not serve as members. (Given the above exclusions, some academic units may find it difficult or impossible to constitute such a committee. In that event, the dean will appoint an appropriate committee, following the spirit of the review process.) The committee's charge shall be to review the departmental tenure recommendations submitted to the dean's office and to evaluate the faculty members who are eligible for tenure consideration so that it can make its own recommendations to the dean. Subject to the dean's approval, the committee may establish the procedures it wishes to follow in carrying out its charge. These procedures are to provide an adequate opportunity for faculty members who are in their final probationary year to submit relevant information and materials in support of their candidacies.

When the recommendations of the departmental chair, departmental committee, and collegiate committee have been forwarded to the dean, the dean shall review the file and make a separate recommendation. Recommendations of the departmental chair, the departmental committee, the collegiate committee, and the dean shall be forwarded to the Vice President for Academic Affairs along with the supporting documentation.

3 Vice Presidential Procedures

After receiving the collegiate recommendations and all related materials and information, the Vice President shall proceed to formulate his or her recommendations, based on the supplied information, and submit those recommendations to the President along with the recommendations of the departmental chair, the departmental committee, the collegiate committee, and the dean of the college.

4 Presidential Action

The President takes final action on the recommendations for tenure, subject to approval by the Board of Trustees.

5 Notification

When the President and Board have acted, letters of tenure are issued by the President's Office.

Upon issuance of such letters, the Vice President for Academic Affairs shall report to the appropriate deans the approval of tenure by the Board of Trustees for further transmission to the chairs and faculty.

6 Non-Reappointment

Decisions not to grant tenure result in letters of non-reappointment forwarded to the affected faculty members prior to the September 1st that they would have been eligible to receive tenure. In cases of non-reappointment, the period of untenured service is extended one year only beyond the probationary period. No reasons, oral or written, need be given for non-reappointment of untenured faculty.

An Instructor with a terminal Master's degree who is not promoted normally will not serve more than six years. Such an Instructor would be given notice of the final year of service after five years.

B Policy Applying to Appointments Made On
and After 9 September 1980 to September 1987

Permanent or continuous tenure is granted on September 1st following the satisfactory completion of a period of probationary service as a full-time member of the University of South Alabama faculty at the rank of Assistant Professor or above. Instructors will not be eligible for tenured appointments. A decision not to grant tenure will result in written notice of nonreappointment forwarded to the faculty member prior to the September 1st of the year said faculty would have been eligible to receive tenure. In this case, the period of nontenured service is extended one year.

Tenure acquisition requires specific procedures and approvals. It is never automatic, regardless of the number of years in service.

The recommendation for tenure originates with the departmental chair. Following action of the departmental chair, further processing involves the dean of the college and the Vice President for Academic Affairs. Final administrative action is taken by the President of the University, who submits recommendation to the Board of Trustees. Tenure is granted only by the Board.

No reasons, oral or written, for nonreappointment of nontenured faculty need be given.

Rank At Initial Appointment	Full Academic Years Of Service Before Being Eligible for Tenure
Professor	2
Associate Professor	3
Assistant Professor	7
Instructor	Ineligible for Tenure

Assistant Professors may be granted credit for previous full-time service at other institutions of higher education at the rank of Instructor or above up to a maximum of three years. If credit is granted, the number of years will be designated in the letter of appointment.

Academic years of service as a faculty member on a fractional appointment accumulate on a fractional basis.

Time spent on leave does not count toward the required probationary period. Prior service at the University of South Alabama does so count.

A faculty member promoted before receiving tenure must meet the probationary period requirement for the higher rank. Years of service at the lower rank are counted toward fulfilling this requirement.

Faculty members with less total service in rank than is stated in these regulations are not eligible for tenure until the total service is completed.

When this tenure policy differs from the 1940 Statement of Principles on Tenure, this policy will supersede the 1940 Statement.

The procedures envisioned in paragraph 3 of the new policy will be parallel to the procedures used for promotion recommendations. Tenure recommendations will move from the department chair to the college dean to the Vice President for Academic Affairs to the President and Board of Trustees and will include committee consideration at both departmental and collegiate levels.

VI Policies and Procedures Relating to Severance

A Non-Reappointment

The precise terms and conditions of each appointment are to be stated in writing and are to be in the possession of the appointee and the University. At the University of South Alabama, appointments are made on an annual basis through the probationary period or until tenure has been granted. Non-reappointment of an individual during this period is not considered a dismissal.

The Standards for Notice

Written notice of non-reappointment or of

intention not to recommend reappointment should be given the faculty member according to the following standards:

1. Not later than March 1 of the first academic year of service, if the appointment expires at the end of that year. If a one-year appointment terminates during an academic year, notice should be given at least three months in advance of its termination.
2. Not later than December 15 of the second academic year of service, if the appointment expires at the end of that year. If an initial two-year appointment terminates during an academic year, notice should be given at least six months in advance of its termination.
3. At least twelve months before the expiration of an appointment after two or more years in the institution.

The following procedures within the University have been adopted relative to appointment, non-reappointment, dismissal, tenure, promotion, etc.

1. Recommendation by the departmental chair to the dean of the college or director of the division.
2. Upon concurrence by the dean of the college or the director of the division, recommendation will be made to the appropriate vice president.
3. Upon concurrence by the vice president, recommendation will be made to the President of the University.

When this Non-reappointment Policy differs from the AAUP 1940 Statement of Principles on Academic Freedom and Tenure, the 1958 Standards for Notice of Non-reappointment and the 1964 Statement on Procedural Standards in Faculty Dismissal Proceedings, this policy will supersede the subject Statement and Standards.

Except as noted above, the AAUP 1940 Statement of Principles on Academic Freedom and Tenure, the 1958 Standards for Notice of Non-reappointment and the 1964 Statement on Procedural Standards in

Faculty Dismissal Proceedings establish a norm in the first instance and serve as a guide in the last two instances (1958 and 1964 Standards). It is possible, however, to deviate from these statements and standards provided the deviations are a matter of record and are understood by all personnel at the time of employment.

B Resignation

Faculty members are expected to give reasonable notice before terminating employment.

C Retirement

The normal retirement age for faculty will be age seventy (70). However, this retirement policy should not be construed to limit or prevent a faculty member from seeking retirement prior to age seventy (70).

D Termination

(see Dismissal)

E Dismissal

Obviously, a dismissal entails much more complicated procedures than does non-reappointment. All academic deans should become completely familiar with the statements contained in the AAUP Bulletin: Winter 1963; Spring 1964; Summer 1967.

Termination for cause of continuous appointment, or the dismissal for cause of a teacher, previous to the expiration of term appointment, should, if possible, be considered by both faculty committee and the governing board of the institution. In all cases where the facts are in dispute, the accused teacher should be informed before the hearing in writing of the charges against him/her and should have the opportunity to be heard in his/her own defense by all bodies that pass judgment upon the case. The teacher should be permitted to have an advisor of his/her own choosing who may act as counsel. There should be a full stenographic record of the hearing available to the parties concerned. In the

hearing of charges of incompetence the testimony should include that of teachers and other scholars, either from his/her own or from other institutions. Teachers on continuous appointment who are dismissed for reasons not involving moral turpitude should receive their salaries for at least a year from the date of notification of dismissal whether or not they are continued in their duties at the institution.

Termination of a continuous appointment because of financial exigency should be demonstrably bona fide.

The AAUP's 1958 Statement on Procedural Standards in Faculty Dismissal Proceedings as printed below has been endorsed by the University. Where the University policy differs with AAUP policy, the University policy supersedes and prevails.

THE AMERICAN ASSOCIATION OF UNIVERSITY
PROFESSORS

1958 Statement on Procedural Standards
in Faculty Dismissal Proceedings

Introductory Comments

Any approach toward settling the difficulties which have beset dismissal proceedings on many American campuses must look beyond procedure into setting and cause. A dismissal proceeding is a symptom of failure; no amount of use of removal process will help strengthen higher education as much as will the cultivation of conditions in which dismissals rarely if ever need occur.

Just as the board of control or other governing body is the legal and fiscal corporation of the college, the faculty are the academic entity. Historically, the academic corporation is the older. Faculties were formed in the Middle Ages, with managerial affairs either self arranged or handled in course by the parent church. Modern college faculties, on the other hand, are part of a complex and extensive structure requiring legal incorporation, with stewards and managers specifically appointed to discharge certain functions.

Nonetheless, the faculty of a modern college constitutes an entity as real as that of the

faculties of medieval times, in terms of collective purpose and function. A necessary precondition of a strong faculty is that it have firsthand concern with its own membership. This is properly reflected both in appointments to and in separations from the faculty body.

A well-organized institution will reflect sympathetic understanding by trustees and teachers alike of their respective and complementary roles. These should be spelled out carefully in writing and made available to all. Trustees and faculty should understand and agree on their several functions in determining who shall join and who shall remain on the faculty. One of the prime duties of the administrator is to help preserve understanding of those functions. It seems clear on the American college scene that a close positive relationship exists between the excellence of colleges, the strength of their faculties, and the extent of faculty responsibility in determining faculty membership. Such a condition is in no wise inconsistent with full faculty awareness of institutional factors with which governing boards must be primarily concerned.

In the effective college, a dismissal proceeding involving a faculty member on tenure, or one occurring during the term of an appointment, will be a rare exception, caused by individual human weakness and not by an unhealthful setting. When it does come, however, the college should be prepared for it, so that both the institutional integrity and individual human rights may be preserved during the process of resolving the trouble. The faculty must be willing to recommend the dismissal of a colleague when necessary. By the same token, presidents and governing boards must be willing to give full weight to a faculty judgment favorable to a colleague.

One persistent source of difficulty is the definition of adequate cause for the dismissal of a faculty member. Despite the 1940 Statement of Principles on Academic Freedom and Tenure and subsequent attempts to build upon it, considerable ambiguity and misunderstanding persist throughout higher education, especially in the respective conceptions of governing boards, administrative officers, and faculties concerning this matter. The present statement assumes that individual institutions will have formulated their own definitions of adequate cause for dismissal, bearing in mind the 1940 Statement and standards

which have developed in the experience of academic institutions.

This statement deals with procedural standards. Those recommended are not intended to establish a norm in the same manner as the 1940 Statement of Principles on Academic Freedom and Tenure, but are presented rather as a guide to be used according to the nature and traditions of particular institutions in giving effect to both faculty tenure rights and the obligations of faculty members in the academic community.

Procedural Recommendations

1. Preliminary proceedings concerning the fitness of a faculty member. When reason arises to question the fitness of a college or university faculty member who has tenure or whose term appointment has not expired, the appropriate administrative officers should ordinarily discuss the matter with him in personal conference. The matter may be terminated by mutual consent at this point; but if an adjustment does not result, a standing or ad hoc committee elected by the faculty and charged with the function of rendering confidential advice in such situations should informally inquire into the situation, to effect an adjustment if possible and, if none is effected, to determine whether in its view formal proceedings to consider his dismissal should be instituted. If the committee recommends that such proceedings should be begun, or if the president of the institution, even after considering a recommendation of the committee favorable to the faculty member, expresses his conviction that a proceeding should be undertaken, action should be commenced under the procedures which follow. Except where there is disagreement, a statement with reasonable particularity of the grounds proposed for the dismissal should then be jointly formulated by the president and the faculty committee; if there is disagreement, the president or his representative should formulate the statement.

2. Commencement of formal proceedings. The formal proceedings should be commenced by a communication addressed to the faculty member by the president of the institution, informing the faculty member of the statement formulated, and informing him that, if he so requests, a hearing to determine whether he should be removed from his faculty position on the grounds stated will be conducted

by a faculty committee at a specified time and place. In setting the date of the hearing, sufficient time should be allowed the faculty member to prepare his defense. The faculty member should be informed, in detail or by reference to published regulations, of the procedural rights that will be accorded to him. The faculty member should state in reply whether he wishes a hearing and, if so, should answer in writing not less than one week before the date set for the hearing, the statements in the president's letter.

3. Suspension of the faculty member. Suspension of the faculty member during the proceeding involving him is justified only if immediate harm to himself or others is threatened by his continuance. Unless legal considerations forbid, any such suspension should be with pay.

4. Hearing committee. The committee of faculty members to conduct the hearing and render a decision should either be an elected standing committee not previously concerned with the case or a committee established as soon as possible after the president's letter to the faculty member has been sent. The choice of members of the hearing committee should be on the basis of their objectivity and competence and of the regard in which they are held in the academic community. The committee should elect its own chair.

5. Committee proceeding. The committee should proceed by considering the statement of grounds for dismissal already formulated, and the faculty member's response written before the time of the hearing. If the faculty member has not requested a hearing, the committee should consider the case on the basis of the obtainable information and decide whether he should be removed; otherwise the hearing should go forward. The committee, in consultation with the president and the faculty member, should exercise its judgment as to whether the hearing should be public or private. If any facts are in dispute, the testimony of witnesses and other evidence concerning the matter set forth in the president's letter to the faculty member should be received.

The president should have the option of attendance during the hearing. He may designate an appropriate representative to assist in developing the case; but the committee should determine the order of proof, should normally conduct the questioning of witnesses, and, if necessary,

should secure the presentation of evidence important to the case.

The faculty member should have the option of assistance by counsel, whose functions should be similar to those of the representative chosen by the president. The faculty members should have the additional procedural rights set forth in the 1940 Statement of Principles on Academic Freedom and Tenure, and should have the aid of the committee, when needed, in securing the attendance of witnesses. The faculty member or his counsel and the representative designated by the president should have the right, within reasonable limits, to question all witnesses who testify orally. The faculty member should have the opportunity to be confronted by all witnesses adverse to him. Where unusual and urgent reasons move the hearing committee to withhold this right, or where the witness cannot appear, the identity of the witness, as well as his statements, should nevertheless be disclosed to the faculty member. Subject to these safeguards, statements may when necessary be taken outside the hearing and reported to it. All of the evidence should be duly recorded. Unless special circumstances warrant, it should not be necessary to follow formal rules of court procedure.

6. Consideration by hearing committee. The committee should reach its decision in conference, on the basis of the hearing. Before doing so, it should give opportunity to the faculty member or his counsel and the representative designated by the president to argue orally before it. If written briefs would be helpful, the committee may request them. The committee may proceed to decision promptly, without having the record of the hearing transcribed where it feels that a just decision can be reached by this means; or it may await the availability of a transcript of the hearing if its decision would be aided thereby. It should make explicit findings with respect to each of the grounds of removal presented, and reasoned opinion may be desirable. Publicity concerning the committee's decision may properly be withheld until consideration has been given to the case by the governing body of the institution. The president and faculty member should be notified of the decision in writing and should be given a copy of the record of the hearing. Any release to the public should be made through the president's office.

7. Consideration by governing body. The president

should transmit to the governing body the full report of the hearing committee, stating its action. On the assumption that the governing board has accepted the principle of the faculty hearing committee, acceptance of the committee's decision would normally be expected. If the governing body chooses to review the case, its review should be based on the record of the previous hearing, accompanied by opportunity for argument, oral or written or both, by the principals at the hearing or their representatives. The decision of the hearing committee should either be sustained or the proceeding be returned to the committee with the objections specified. In such a case the committee should reconsider, taking account of the stated objections and receiving new evidence if necessary. It should frame its decision and communicate it in the same manner as before. Only after study of the committee's reconsideration should the governing body make a final decision overruling the committee.

8. Publicity. Except for such simple announcements as may be required, covering the time of the hearing and similar matters, public statements about the case by either the faculty member or administrative officer should be avoided so far as possible until the proceedings have been completed. Announcement of the final decision should include a statement of the hearing committee's original action, if this has not previously been made know.

F Types of Discipline - Reprimands, Suspension, Etc.

no statement

VII Faculty Duties and Responsibilities

A Professional Ethics

The University subscribes to the AAUP Statement on Professional Ethics, as printed below.

1. The professor, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognizes the special responsibilities placed upon

him. His primary responsibility to his subject is to seek and to state the truth as he sees it. To this end, he devotes his energies to developing and improving his scholarly competence. He accepts the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. He practices intellectual honesty. Although he may follow subsidiary interests, these interests must never seriously hamper or compromise his freedom of inquiry.

2. As a teacher, the professor encourages the free pursuit of learning in his students. He holds before them the best scholarly standards of his discipline. He demonstrates respect for the student as an individual, and adheres to his proper role as intellectual guide and counselor. He makes every reasonable effort to foster honest academic conduct and to assure that his evaluation of the students reflects their true merits. He respects the confidential nature of the relationship between professor and student. He avoids any exploitation of students for his private advantage and acknowledges significant assistance from them. He protects their academic freedom.

3. As a colleague, the professor has obligations that derive from common membership in the community of scholars. He respects and defends the free inquiry of his associates. In the exchange of criticism and ideas he shows due respect for the opinions of others. He acknowledges his academic debts and strives to be objective in his professional judgment of colleagues. He accepts his share of faculty responsibilities for the governance of his institution.

4. As a member of his institution, the professor seeks above all to be an effective teacher and scholar. Although he observes the stated regulations of the institution, provided they do not contravene academic freedom, he maintains his right to criticize and

seek revision. He determines the amount and character of the work he does outside his institution with due regard to his paramount responsibilities within it. When considering the interruption or termination of his service, he recognizes the effect of his decision upon the program of the institution and gives due notice of his intentions.

5. As a member of his community, the professor has the rights and obligations of any citizen. He measures the urgency of these obligations of any citizen. He measures the urgency of these obligations in the light of his responsibilities to his subject, to his students, to his profession, and to his institution. When he speaks or acts as a private person, he avoids creating the impression that he speaks or acts for his college or university. As a citizen engaged in a profession that depends upon freedom for its health and integrity, the professor has a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.

6. The Academic Freedom and Ethics Committee of Professional Policies Council is responsible for discussing privately and confidentially with a faculty member the ethics of his behavior when the Committee concludes that the above ethical standards are being transgressed. Faculty and administrators may confidentially invite the attention of the Committee to the practices of a particular faculty member.

B Teaching

1 Teaching Load

no statement

2 Faculty Absences

The University does not employ substitute instructors. Faculty members must arrange class coverage with the chair of the department and/or dean in case of illness or emergency.

C Student Advising

1 Definitions

Faculty members will be asked to serve as advisors, so they are urged to make themselves familiar with current University requirements, policies, and procedures used during the academic year and especially during registration periods. Advisors should enforce course prerequisites.

Each student in the University will be assigned a faculty advisor as a matter of record.

Selection of faculty advisors and assignment of students to advisors will be left to judgment of individual colleges.

Faculty advising will be limited to guidance through the curriculum and miscellaneous professional counseling. Although faculty advising should not extend to personal counseling, each faculty member is expected to be knowledgeable to direct students to where they can be helped with personal problems (financial, psychological, etc.).

Faculty members are expected to become familiar with current University requirements, policies, and procedures with respect to advising. All advisors will be given training with respect to current advising policies and procedures and will be given a copy of the advising handbook (to be issued).

2 Faculty Availability

a Hours on Campus

no statement

b Office Hours

Faculty members will post and keep office hours each quarter and, as a minimum, indicate six hours a week they are available for conferences with interested students. With respect to evening students, each professor should make suitable and adequate arrangements to carry out the advising functions.

D Service to the Institution

no statement

- 1 Departmental Service
- 2 Collegiate Service
- 3 University Service
- 4 Faculty Service

E Faculty Workload

no statement

- 1 Academic Work Year
- 2 Teaching Load
- 3 Non-Teaching Load

Faculty members are expected to perform necessary duties during registration periods each quarter. Assignments will be made by departmental heads and deans.

Each faculty member is expected to attend all commencement exercises in full academic regalia unless specifically excused by the respective academic dean.

- 4 Reduction in Teaching Load

no statement

5 Responsibilities of Organizational Advisors

The Office of the Dean of Student Personnel has prepared the following list of responsibilities for faculty advisors of University student organizations:

- *Be familiar with the contents of The Student Handbook and policies governing student organizations
- *Assist with the formulation or revision of the organization's constitution and bylaws
- *Serve as a resource person at executive and regular meetings of the organization
- *Advise the organization in the planning of activities and events
- *Insure that activities and events are cleared in advance through the University Center Director's Office, according to established procedures. Application for approval of activities should be made at least twenty-four hours before the proposed event. Weekend events need to be registered by 5:00 on the Friday preceding the event.
- *Oversee the finances of the organization by approving requisitions for payment of bills from organizational funds and seeing that the organization adheres to proper fiscal policies .
- *Work with the officers to promote efficient and effective administration of the organization
- *Consult with the Director, University Center, when questions and problems arise regarding the organization.

F Professional Growth and Development

1 Research (see p.82, Part VII)

2 Participation in Professional Organizations

no statement

G Research Supports

1 Reduced Teaching Load

no statement

2 Financial Support

a Grants-in-Aid

The University encourages research performed or guided by the faculty by budgeting funds for research grants to faculty members each year. These funds are managed and their use monitored by a faculty committee that serves as an advisory group to the Dean of the Graduate School and Director of Research, an ex officio member of it. Upon the Dean's request, and occasionally on committee initiative, the committee has made recommendations on policy matters having to do with research. However, its principal concern is to administer the University program of grant support to faculty research facilities.

Departmental chairs and deans concerned should be consulted in advance on all research commitments of any magnitude, and kept informed of research progress, achievements, and future plans. Encouragement will be given to projects considered consistent with the policies and plans of the department(s) of the college(s) in which the research will be conducted. The work would normally be expected to relate to the faculty member's usual university duties and contribute to the effectiveness of regular academic work.

In addition, the University provides special support for development and preparation of research proposals that require funding on a larger scale than University resources can provide. Such proposals are drawn up by individuals or by ad hoc committees or task forces set up as required in various fields. Funding and supporting services are made available through the Research and Public Service Council or otherwise.

Procedures for preparation, review, and operation of research projects supported by University Research and Public Service Council have been established by the Council. To encourage a wide range of well-conceived and well-planned research projects by all qualified faculty, the Council accords individual evaluation to all applications. Proposals must include clear statements of objectives, techniques, and data to

be used and evidence that the project will contribute to knowledge and that the investigator is fully qualified to undertake it. Compliance is required with Council instructions and regulations, which are accepted by researchers as part of the terms of grants. Funds may be expended as approved by the Council for special equipment and materials, books, photographs, microfilms, reproductions and manuscripts, statistical tabulations, computer time, research assistants, technical and stenographic services, communication costs, limited travel expense pertinent to data collections, expense of publication, and other purposes designated by researchers and approved by the Council as necessary for completion of a specified project.

The Council meets at least once a quarter, and oftener as necessary, for screening and approval, modification, or rejection of applications for research support and other business. Applicants are limited to full-time faculty; no support is given to preparation of dissertations. Applications for funds for creative arts and applied research as well as pure research are considered.

Minutes of all meetings are kept and distributed to all faculty members and administrative officers. Files of minutes, projects in progress, correspondence, and reports on and findings of completed projects are maintained in the office of the chair. Individual project files are considered proprietary and, as such, are open only to the Chair of the University Research Committee and the pertinent researchers. Reports on, and findings of, completed projects growing out of the grants by the Research Committee are kept on file at the University Library.

The Committee frequently assists in planning and revising proposals. In its review of proposals, it considers the feasibility, quality of planning, and originality of work proposed, and the qualifications of the investigator to carry it out. The Committee monitors the quality, punctuality, and conformance to approved plans of work in progress, together with monthly reports of each project's financial status prepared by the University Business Office. The Committee Chair must authorize all expenditures of funds (subject to the approval of the Vice President for Academic Affairs) allocated for research projects it has approved.

3 Other Support

a Information on Outside Funding Sources

Numerous U. S. governmental agencies, many private foundations, and other organizations provide grant or contract funding to support research activities that meet their criteria. These change from time to time as policies and interests of granting agencies shift. Investigators seeking funding may determine trends in this respect by consulting appropriate sources.

b USA Approvals Required for Grant Proposals

Clearance by University officers is required for proposals requesting funds from sources outside the University. Such proposals should be discussed at an early stage with departmental chairs and deans concerned, and, in final form, need approval and signature of University officers in the following order: Departmental Chair, Academic Dean, Comptroller, Dean of the Graduate School and Director of Research, Vice President of University Services and Planning, Director of Operations, and Director of Sponsored Programs. If clearance by the University Attorney or others is needed, this will be specified by one of the appropriate institutional officers.

c Office Facilities and Secretarial Assistance

All faculty members will be provided adequate office space.

The faculty has access to trained secretaries on the staff, but no formula exists in allocating secretarial help to the various departments. No set procedure is followed in allocating secretarial or clerical student assistants.

d In-Kind Support

Besides funds, the University gives support to research projects through access to available library facilities, laboratories, technical and supporting personnel, and computer services; by

help in arranging outside cooperation; and by efforts to arrange contract research. These matters are handled on an ad hoc basis at present, through the college deans, as opportunities occur.

4 Consulting

A maximum of thirty-six working days per academic year is permitted for paid contract consultation. If a faculty member chooses full-time employment at the University for the Summer Quarter, the total of thirty-six days for consulting services applies to the calendar year. If a faculty member chooses to increase the number of days above thirty-six, arrangements can be made for part-time teaching during the Summer.

H Community Service

no statement

I Political Activity

no statement

J Outside Employment and/or Business Interests

no statement

K Adherence to University Regulations and Procedures in Parts III - VIII

no statement

VIII Faculty Rights and Privileges

A Academic Freedom and Tenure

The University supports the AAUP 1940 Statement of Principles on Academic Freedom and Tenure, as printed below. If University policy differs with AAUP policy, the University policy supersedes and prevails.

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

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

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

Academic Freedom

a. The teacher is entitled to full freedom in research and in the publication of the results, subject to the adequate performance of his other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.

b. The teacher is entitled to freedom in the classroom in discussing his subject, but he should be careful not to introduce into his teaching controversial matter which has no relation to his subject. Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment.

c. The college or university teacher is a citizen, a member of a learned profession, and an officer of an educational institution. When he speaks or writes as a citizen, he should be free from institutional censorship or discipline, but his special position in the community imposes special obligations. As a man of learning and an educational officer, he should remember that the public may judge his profession and his

institution by his utterances. Hence he should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that he is not an institutional spokesman.

Academic Tenure

a. After the expiration of a probationary period, teachers or investigators should have permanent or continuous tenure, and their service should be terminated only for adequate cause, except in the case of retirement for age, or under extraordinary circumstances because of financial exigencies.

In the interpretation of this principle it is understood that the following represent acceptable academic practice:

1. The precise terms and conditions of every appointment should be stated in writing and be in the possession of both institution and teacher before the appointment is consummated.
2. Beginning with appointment to the rank of full-time instructor or a higher rank, the probationary period should not exceed seven years, including within this period full-time service in all institutions of higher education; but subject to the provision that when, after a term of probationary service of more than three years in one or more institutions, a teacher is called to another institution it may be agreed in writing that his new appointment is for a probationary period of not more than four years, even though thereby the person's total probationary period in the academic profession is extended beyond the normal maximum of seven years. Notice should be given at least one year prior to the expiration of the probationary period if the teacher is not to be continued in service after the expiration of that period.
3. During the probationary period a teacher should have the academic freedom that all other members of the faculty have.
4. Termination for cause of continuous appointment, or the dismissal for cause of a teacher, previous to the expiration of term appointment, should, if possible, be considered by both faculty committee and the governing board of the institution. In all cases where the facts are in dispute, the accused teacher should be informed

before the hearing in writing of the charges against him and should have the opportunity to be heard in his own defense by all bodies that pass judgment upon his case. He should be permitted to have with him an advisor of his own choosing who may act as counsel. There should be a full stenographic record of the hearing available to the parties concerned. In the hearing of charges of incompetence the testimony should include that of teachers and other scholars, either from his own or from other institutions. Teachers on continuous appointment who are dismissed for reasons not involving moral turpitude should receive their salaries for at least a year from the date of notification of dismissal whether or not they are continued in their duties at the institution.

5. Termination of a continuous appointment because of financial exigency should be demonstrably bona fide.

B Grievance Procedures for Faculty

1 Purpose and Scope

The purpose of these Procedures is to provide an equitable procedure for investigating alleged grievances of individual members of the faculty of the University as presented by the aggrieved individual faculty member. A grievance proceeding should be initiated only in situations involving possible serious injustice to a faculty member of the University. A grievance hearing is in no sense a trial. Attempts to resolve the areas of discontent by informal discussion shall precede, continue through, and, preferably, be a reason for terminating a grievance proceeding.

2 Definition and Grounds

A "grievance proceeding" is a proceeding initiated by one or more members of the faculty of the University who claim(s) to have been directly wronged. Such a wrong is concerned normally with appointment, termination, tenure, promotion, academic freedom, reassignment, or similar actions of substantial effect. Nonreappointment prior to the tenure-decision year is not grievable. In such instances, only matters of procedure are grievable, and reasons for nonreappointment, even during or after the tenure decision year, are not matters which are grievable. In the event the Grievance

Committee determines an alleged grievance originates from actions not clearly defined above, the Notice of Grievance shall be referred to the Chair of the Faculty Senate to be treated as stated in this Section. Upon exhaustion of the procedure therein described and if the grievance has not been resolved, the Notice of Grievance shall be treated as a normal grievance and returned to the Grievance Committee for action. All such actions seek correction of an asserted wrong. Such an asserted wrong may grow out of allegations of an improperly authorized action, of a substantial departure from duly established procedures, or because substantial evidence favorable to the grievant was allegedly not given appropriate weight or was neglected. A grievance proceeding is to be distinguished from a disciplinary action proceeding, which latter does not give rise to correction of the effects of wrongdoings, but instead looks to a dismissal or the imposition of some other sanction upon the wrongdoer.

Normally, only final decisions are subject to review by a grievance proceeding; grievance proceedings may not be brought to review recommendations of faculty committees or recommendations of administrators. A final decision may be the subject of only one grievance proceeding by any grievant.

In the event an asserted wrong not clearly defined above should be raised, the Faculty Senate shall, after all appropriate administrative solutions have been sought, consider the asserted wrong and determine if it should be the subject of a grievance proceeding and return its determination to the Grievance Committee.

The alleged wrong must have occurred within six months of the date of the Notice of Grievance. Any exceptions to this provision must have the approval of the Joint Policy Committee.

3 Informal Solution

No grievance proceeding may be initiated unless, in an attempt to resolve the problem, the grievant has made every reasonable effort to resolve the problem on an informal and internal basis. This informal process is here understood to exclude legal representation.

4 Initiation

A grievance proceeding shall be initiated by written Notice of Grievance sent by the grievant or grievants to the Chair of the Faculty Senate and to the President of the University. Such notice shall contain a concise statement of the facts giving rise to the grievance, state the relief sought, and list the persons with whom discussions were had on the problem in an attempt to resolve it on an informal basis.

On the same date the Notice of Grievance is sent to the President of the University and to the Chair of the Faculty Senate, a copy of the notice shall be sent by the grievant to the appropriate departmental chair, the appropriate dean, the Vice President for Academic Affairs, the Vice President for Medical Affairs, or appropriate other officer, and any other persons named in the Notice of Grievance.

5 Establishment of the Grievance Committee Pool

The Chair of the Faculty Senate, the Vice President for Academic Affairs, and the Vice President for Medical Affairs shall together, in the Spring of each year, nominate a pool of fifteen (15) faculty members to serve as potential grievance committee members during the succeeding twelve (12) months from 1 June through 31 May. Initially, one-third of this number shall be appointed for a one-year term, one-third for two-year terms, and one-third for three years. Thereafter, all appointments will be for three years, with five (5) new appointees being named each year. Any necessary interim replacements will be for the unexpired term of the person being replaced. After the pool has been formed, it will be convened for familiarization with the University grievance procedures. During any one calendar year, no member of the pool shall be asked to serve on more than two (2) grievance committees, nor shall be asked to serve on two (2) committees simultaneously. In the event the pool is exhausted and the necessity for a grievance committee should arise, the Chair of the Faculty Senate, the Vice President for Academic Affairs, and the Vice President for Medical Affairs shall nominate to the pool an additional five (5) members for that calendar year alone. Only those members of the faculty who hold tenure and the rank of Professor or Associate Professor or equivalent rank and who hold full-time appointments on the faculty of the University shall be eligible to be appointed to the Grievance Committee Pool. Administrative officers of the University of South Alabama, including and limited to the President of the University, the Vice President for Academic Affairs, the Vice President for Medical Affairs, the

Vice President for University Services and Planning, the Vice President for Finance and Business Affairs, the academic deans of the University, and directors of divisions, shall not be eligible for service on the Grievance Committee Pool.

6 Selection of The Grievance Committee

Once a Notice of Grievance has been filed, the President shall appoint a Grievance Committee made up of three (3) members of the faculty of the University selected from the Grievance Committee Pool.

The grievant and those persons listed in Section 4 of these Procedures shall have a right to challenge any person appointed to membership on the Committee because of relationship to the grievant or to any person directly involved in the action or decision which is the subject of the grievance or to any person who made recommendations as to such actions or decisions, or because of past association with such person which would prejudice judgment to the degree that it appears that a fair hearing could not be had. A ruling by the Joint Policy Committee, excluding any individuals named in Section 4, shall determine whether the facts present grounds for disqualification and its decisions shall be final.

The appointment mechanism provided for in Section 6 shall be continued until such time as a Grievance Committee is formed. In the event of a successful challenge, the President shall nominate replacement faculty members equal in number to those challenged.

Upon first convening, the Grievance Committee shall elect a Chair and acquaint itself with these Procedures.

7 Initial Determination

The Grievance Committee shall determine on the basis of the Notice of Grievance and any written statement of the cause submitted pursuant to Section 4 of these Procedures whether there are sufficient facts asserted to make it appear that grounds for a grievance proceeding exist, and that a hearing should be held.

If the initial determination is affirmative, the

Notice of Initial Determination shall state the date, time, and place when and where the hearing on the grievance shall occur. Once set, it may be extended only by the Chair of the Grievance Committee for reasons that, in the Chair's opinion, are compelling.

If the initial determination is negative, the Notice of Initial Determination shall state the reasons for that negative decision, and there shall be no further proceedings under these Procedures.

8 Grievance Committee Procedural Rules

Unless overruled by a majority of the Grievance Committee, rulings of the Chair shall be final on all questions except those pertaining to the initial determination and the substance of the findings and recommendations of the Committee which are sent to the President. All other provisions of these Procedures pertaining to the authority of the Chair shall be subject to this section.

The Chair may establish such other rules, within the general guidelines of these Procedures, as deemed necessary.

Two (2) members of the Grievance Committee, one of whom must be the Chair, shall constitute a quorum for transaction of the business of the Committee. No member who is absent during any part of the hearing may participate in the preparation of findings and recommendations of the Committee without first listening to the official tape recording of the portion of the hearing conducted in his/her absence.

The Chair of the Grievance Committee shall arrange for the official tape recordings of the hearing. No other recording or transcription of the hearing shall be permitted unless specifically authorized by the Committee Chair.

At the hearing, the grievant shall present evidence, following which other evidence shall be received. The grievant shall have the burden of persuasion.

Where more than one grievant complaining of a wrong arising out of the same set of facts has a hearing pending, the hearings may be consolidated with the

approval of all such grievants and of the Grievance Committee first appointed to hold such hearings. The consolidated hearing shall be conducted by that Grievance Committee.

The grievant and those persons listed in Section 4 of these Procedures shall be permitted to be present at all proceedings of the hearing whenever any evidence is being presented, and, subject to recognition of the Chair of the Grievance Committee, shall be permitted to examine all evidence presented to the Grievance Committee, present evidence available to them and to question witnesses. Written statements may be accepted in evidence by the Grievance Committee but only from persons unable, in the opinion of the Grievance Committee, to attend the hearing. Such inability shall be found only in cases of serious illness or death of the witness or a family member, or physical absence from the area due to pre-existing plans which cannot be changed, and present an oral or written argument, or both, prior to the conclusion of the hearing.

The Chair of the Grievance Committee shall call witnesses before the Committee as requested by the grievant and those persons listed in Section 4 of these Procedures and members of the Grievance Committee, and maintain an orderly hearing and permit no person to be subjected to abusive treatment. The Chair may eject or exclude anyone whose conduct is disorderly.

The grievant and those persons listed in Section 4 of these shall be permitted to be represented by any tenured faculty member of the University the subject individual may select and who is willing to serve, except that attorneys admitted to practice law before any state or federal court are excluded from the category of these individuals who may represent the grievant or those persons listed in Section 4 of these Procedures.

Any rights conferred on the grievant and the defendant University at the hearing by these Procedures may be exercised by their respective representatives.

At the hearing, the members of the Grievance Committee may ask questions of any witness, of the grievant, or of those persons listed in Section 4 of these Procedures.

The grievant, those persons listed in Section 4 of these Procedures, and the President of the University shall have the right to be present at all proceedings of the hearing, except as provided under Section 9.

Hearings shall be open, unless the subject matter is determined to be of a sensitive and confidential nature. The Chair of the Grievance Committee shall make such determinations, and the decision shall be final.

The hearing shall not be conducted according to technical rules relating to evidence or witnesses. Any relevant evidence shall be admitted if it is the type of evidence on which prudent persons are accustomed to rely.

9 Findings and Recommendations

Following conclusion of the hearing, the Grievance Committee shall meet in executive session, with all other persons excluded. In this session, the Committee shall prepare its findings of fact and recommendations to the President for settlement or solution of the grievance.

The Grievance Committee shall make its written report as promptly as possible after the last hearing date to the Chair of the Faculty Senate and to the President, with copies to the grievant and to those persons listed in Section 4 of these Procedures. The official recording of the hearing and the Committee's file on the proceedings shall be forwarded to the President at this time.

In its deliberations, the Grievance Committee shall consider no evidence other than written or oral testimony received at the hearing.

10 Presidential Action

Upon receipt of the report of the Grievance Committee, the President of the University shall review the findings and recommendations of the Grievance Committee and decide upon the action to be taken on the Committee's recommendation.

The President shall send his Notice of Decision

promptly to the grievant, to the persons named in Section 4, and to the Grievance Committee, unless he returns the matter to the Grievance Committee for clarification or further proceedings as appropriate.

The decisions of the President in each case are final.

11 Timeliness

It is expected that all procedures will take place in a timely fashion and that a final resolution will be reached within twelve (12) months from the date of the Notice of Grievance.



PART III

ACADEMIC ORGANIZATIONAL POLICIES AND PROCEDURES



I Grading

A Grading System

Students are graded on the basis of the following guidelines:

A	4 grade points per quarter hour	Excellent
B	3 grade points per quarter hour	Good
C	2 grade points per quarter hour	Satisfactory
D	1 grade point per quarter hour	Minimum Passing
F	Failure, no grade points	
S	Satisfactory, no grade points	
U	Unsatisfactory, no grade points	

The following symbols are substitutes for grades. They are not grades:

I	Incomplete (see below)
X	Absence from Final Examination (see below)
WD	Withdrawal in good standing
P	Course in progress (see below)
AU	Audit
N	No grade or invalid grade (assigned only by the Registrar)

1 Use of the Symbols "I," "X," and "P"

Because of a large and steadily growing increase in the use of the symbols "I," "X," and, to a lesser extent, "P," and the increasing incidence and severity of problems arising therefrom, the following policies and procedures will be adopted effective for the grade submission at the end of the Spring Quarter 1981 and ensuing quarters:

- a The symbol "I" (Incomplete) is assigned when, for reasons beyond the student's control, the student is unable to fulfill all the normal course requirements. The situation warranting an "I" must be a medical condition, an equipment problem, or other mitigating circumstance that is patently demonstrable to be beyond the student's control. This symbol is not used to provide time for completion of extra work beyond the normal course requirements for improving the student's grade, nor is it assigned to permit the student to avoid probation, suspension, or dismissal. The symbol "X" (Absence from Final Examination) is assigned only in cases where illness or an unforeseen

emergency precludes the student's appearance at the scheduled examination. All records of the symbol "I" or "X" must be cleared by the mid-term of the next quarter; if they are not, grades of "F" will be recorded by the Registrar.

- b The following statement will appear at the bottom of each grade sheet just above the blank for the instructor's signature:

NOTE: The symbols "I," "X," and "P" become final grades of "F" unless cleared by the official deadlines.

This statement signifies to the instructor that these symbols, when not replaced by a grade prior to the appropriate deadline, will automatically become grades of "F" with no further authorization. The signature testifies to that understanding and is the Registrar's authorization to proceed as and when necessary.

- c Should a student receiving an "I," "X," or "P" not complete the required work in time to meet the deadline, the grade of "F" automatically recorded should be allowed to stand; should the student complete the work in time to meet the deadline, but the instructor not report the grade in time to prevent an automatic "F," the instructor must process a grade change form in accordance with Policy Statement #16A to correct the error thus caused.
- d As at present, extensions of the time available to students to complete the required work may be authorized only by the dean's office of the college or school in which the concerned course is taught.

B Reporting of Grades

Final course grades are due within forty-eight hours after the final examination has been given for each class.

C Grade Changes

The faculty are responsible for assigning grades to enrolled students at the end of each quarter. Once a grade has been assigned, it constitutes an official academic record of the University and may be changed only through official University action. (Please note that this statement concerns grades only; it does not concern the symbols that substitute for grades.) The action necessary to change a grade will be grounded in the following policy stipulations:

1. Only the faculty may assign grades.
2. The accuracy and integrity of the University's official academic records are ultimately the responsibility of the Office of Academic Affairs.
3. The only legitimate grounds for changing an assigned grade is the presence of error in the original evaluation, computation, or recording of the grade, as determined by the faculty member. Grades may not be changed for any other reason.
4. Should error be discovered, the faculty member concerned has the responsibility to request to change the officially recorded grade.
5. Only the dean of the college has the authority to direct the Registrar to change an officially recorded grade. The delegation of this authority to the dean's level does not impede or restrict the right of the faculty to request and be granted approval to change a grade when it has been erroneously entered into the official academic records of the University.

The procedure to be followed in the event a grade change is necessary is as follows:

1. The faculty member will obtain an official grade change form from the Records Office. The form will be provided in duplicate on computer sheets. The heading information on the form must be filled out by the Records Office, not by the faculty member.
2. The faculty member will fill out the body of the form, stating the desired grade correction and the reason therefore, and affix signature.
3. The form will be routed through the faculty member's chair for an information signature to the dean's (or director's) office for approval signature.

4. Once the form has been approved, the faculty member will return both computer-sheet copies to the Records Office.

D Final Grade Grievances

See Part VI, Sections II and III

II Classroom Policy

Each instructor is required to furnish students in each credit class, in writing, the following information at the beginning of each quarter:

- *Instructional material to be used with a brief syllabus;
- *Office hours of the instructor or class hours and by appointment;
- *Class attendance policy;
- *Number of exams to be given during the quarter;
- *Policy on make-up examinations;
- *Outside assignments, if any;
- *Penalty, if any, for late work;
- *How final grade is determined.

Since all classes do not progress at the same rate, the instructor may wish to modify the above requirements or their timing as circumstances dictate. For example, the instructor may wish to change the number and frequency of exams, or the number and sequence of assignments. However, the students must be given adequate notification. Moreover, there may be non-typical classes for which these requirements are not strictly applicable in each instance and may need modification. If such modification is needed, it must be in writing and conform to the spirit of this policy statement.

It is believed that many problems with student complaints will be alleviated if the students are advised of the "ground rules" in each academic (credit) course. Further, it is believed that students are entitled to know the classroom policies of their instructors.

III Withdrawing From Courses

Students will not be permitted to withdraw from courses after the official withdrawal date, except in

those rare instances in which mitigating circumstances are patently demonstrable to be beyond the control of the student or the withdrawal is clearly in the best interests of the University.

Authority to withdraw students after the official date will reside in the dean's office of the academic unit in which the student is enrolled. Should this procedure involve a course being taught in another academic unit, the authorizing dean, before rendering a decision, is expected to consult with counterpart(s) in other unit(s) to provide an opportunity for further consultation with the appropriate faculty. Once a late withdrawal has been properly approved, the symbol WD will be entered for all courses affected.

Course withdrawals will routinely follow the same academic procedure whether the student is withdrawing from a single course or is withdrawing completely from the University; the student needs to see the course instructor(s) and the academic advisor. In the event of a procedural problem or if the official withdrawal date has passed, consultation with the academic dean will also be needed. Students withdrawing completely from the University must additionally be cleared by the Library, the Financial Aid Office, the Bursar's Office, and the Registrar's Office.

IV Examination Policy

A Final Examination Policy

University regulations require that a final examination in each course be given during the regularly scheduled final examination period at the specific time indicated in the final examination schedule. The examination will take place in the instructional space assigned to the particular class. Any deviation from the scheduled time and place for the final examination must have the prior approval of the appropriate dean's office.

The character of certain courses, however, sometimes justifies exceptions to this requirement. Consequently, it shall be the responsibility of each department to ascertain which of its courses, if any, do not require a final examination and propose a list of such courses to the appropriate dean's office for approval. Once the list has been approved, those courses will carry a continued exemption from the

final exam requirement.

The normal expectation of the University is that final examinations will take written form and be course comprehensive in nature. At the same time, the University recognizes that situations may arise in which a faculty member may find some pedagogic reasons for employing alternate examining methods.

V Utilization of University's Teaching Resources

A Definition of a Class

A "class" at the University of South Alabama is composed of the properly assigned faculty and those students who are properly registered for it. The instructor has no authority to turn over a class to another person, nor has the instructor any authority to permit any non-registered person to sit in the class or otherwise participate. The faculty cannot act individually to make teaching assignments or reassignments, they cannot act in the capacity of registrar, and they cannot give away instruction that is part of their assigned teaching load. The State's resources cannot be alienated and the teaching assignment of an appointed faculty member is a resource of the State.

1 Minimum Class Size

Minimum class sizes are established as follows:

A minimum class size of ten students for freshman and sophomore courses, seven students for junior and senior courses, and five for graduate courses.

It will be the responsibility of the dean to show justification to the Office of Academic Affairs for any courses that are continued with enrollments of fewer than those specified.

B Visitation by Colleagues

It should be emphasized, however, that class

visitation by professional colleagues does not constitute unauthorized presence in the classroom. Professional colleagues (other faculty or, in the case of non-faculty, any person who is invited to participate actively in the instructional process, e.g., a lay expert's lecture) may be present for such periods as the instructor may desire and engage in any activities not disruptive to the instructional process. The presence or participation of professional colleagues, as they are invited by the instructor, contributes to the general well-being of the University by enhancing the instructional process, when the visitor acts as temporary instructor, or in increasing knowledge and skills for subsequent use elsewhere, when the visitor acts as student. The University welcomes and encourages the visitation and participation of professional colleagues.

C Other Class Procedures

Normally, all classes will meet at the time and place scheduled, and the instructor is expected to meet all assigned classes, which will begin and end at the time scheduled.

However, if an instructor must be absent for any reason, e.g., for reasons of health or attendance at professional meetings, it is the responsibility of the instructor and the department chair to ensure that appropriate arrangements to continue the scheduled class(es) are made.

The instructor is responsible for maintaining a record of class attendance for each student, ensuring that only duly registered students attend and reporting excessive absences to the dean.

The authority to permanently change either the time or the place of a scheduled class lies with the Vice President for Academic Affairs, which authority may be delegated to the dean and the chair. If delegated, the departmental chair and the dean should effect change only when such a change is efficacious or necessary to carry out the specific mission of the class.

The University does not employ substitute instructors. Faculty members must arrange class coverage with the chair of the department and/or dean in case of illness or emergency.

At the outset, it is important to understand that the selection of textbooks and the procurement of textbooks are two separate and distinct processes. The faculty, within the context of the academic departments, has the responsibility for textbook selection, and the Bookstore has the responsibility for textbook procurement. This policy statement addresses only the problems of textbook procurement. The following procedures should help alleviate those problems:

1. A primary source of difficulty for the Bookstore in the past has been trying to deal with individual faculty members on an ad hoc basis without any coherent communication channels. This difficulty can be overcome by identifying a single person in each academic department who will have the responsibility for coordinating textbook orders and serving as a consistent point of contact with the Bookstore. Normally, this person will be the department chair, although the chair may designate some other faculty member to serve in this capacity. The Bookstore will assume that their contact point is the chair unless they are given the name of another person in the department for this purpose.

2. Reciprocally, the Bookstore will notify all academic departments of the responsible individuals to be contacted in the Bookstore.

3. Once adopted, textbooks will be used for at least two years. Should a new edition appear before the two-year period expires and the old edition becomes unavailable, the new edition may be adopted. The department must insure that the Bookstore is notified at least a quarter in advance if a text is to be changed or its use discontinued.

4. The timetable for textbook procurement will be as follows:

- a. The Bookstore will request book orders from the departments when the second printout of the forthcoming quarter's schedule is produced by the Computer Center.

- b. The departments will respond to these requests as promptly as possible, supplying properly signed and authorized request forms.

- c. The Bookstore will order the texts from the publishers when the Schedule Committee finally approves the schedule for the forthcoming quarter. Textbooks may not be changed after this time.

d. The Manager of the Bookstore will send to each department a status report on the texts it has ordered at least two weeks prior to the beginning of classes and again immediately after registration.

5. Both the Bookstore and the students should be informed if a particular text is optional or recommended rather than required.

VII Faculty Voting Privileges

In all matters presented to the University faculty for approval, only full-time faculty members at all ranks are accorded voting privileges. Voting privileges within the several colleges, divisions, and departments are determined by the involved academic unit.

VIII Advanced Placement

The University participates in the Advanced Placement Program of the College Entrance Examination Board and gives advanced placement to qualified students. Decisions regarding credit are made after consultation with the chair of the department concerned and the academic dean.

The University procedures for granting academic credit for non collegiate instruction are:

1. That the University of South Alabama grant academic credit for approved non collegiate instruction.
2. That the awarding of credit be processed by the Admissions Office for new students and by the Registrar's Office for students already enrolled at the University.
3. That the Admissions Office and Registrar's Office be guided by The National Guide to Educational Credit for Training Programs, produced by the American Council on Education in evaluating non collegiate instruction for elective credit.
4. That the appropriate college(s) decide if the awarded credits will be applied to the respective

programs.

5. That no more than 48 hours of credit be awarded for CLEP, Military Service School Training and non collegiate instruction collectively.

IX Library Use

All faculty members must possess a University Identification Card before borrowing materials.

Books may be circulated until near the end of the Spring or Summer Quarter, subject to recall after two weeks. Prior to the end of the Spring and Summer Quarters, faculty members will be asked to return or renew all circulated material. If requested, the circulation librarian will present the faculty member with a list of all material checked out.

Prior to the beginning of each quarter, forms will be sent to faculty members to indicate material to be placed on reserve.

Faculty members may send representatives to check out material for them, but, when doing so, the faculty member should send a note of authorization with the name of the representative.

Interlibrary loan material may be circulated under the conditions set forth by the lending library.

The Library has twenty-five carrels for faculty and graduate students. Each carrel is nine feet by seven feet and contains a study table, book rack, and chair, and each has a lock with a key. The key is assigned to the faculty member or graduate student with a duplicate key in the office of the Library Director. Carrels will be assigned on a quarterly basis with renewal privileges for an additional two quarters and one summer session.

Audiovisual equipment and materials may be checked out from the Library. Arrangements for equipment and films should be made in advance by contacting the Listening Laboratory of the Library. Catalogs of audiovisual holdings are available on request.

Biomedical material may be circulated as follows:

- Current issues of periodicals - will not circulate
- Reserve materials - will not circulate
- Back issues and bound volumes of periodicals -
twenty-four hours
- Books (monographs) - one week (may be returned)

X Policy on Non-Credit Courses

The School of Continuing Education and Special Programs is the administrative unit charged with administering non-credit programs at the University of South Alabama. A non-credit course is defined as a learning activity that meets the criteria established by the Southern Association of Colleges and Schools for the awarding of Individual CEU's (Standard Nine, Page 33-December 14, 1977).

Proposed courses must meet the above criteria and must be approved in advance by the Office of the Dean of Continuing Education. The Vice President for Academic Affairs will be informed of all non-credit courses prior to their being offered. Appropriate records of all non-credit courses, including individual CEU records of students, will be maintained by the Office of the Dean of Continuing Education.

Non-credit activities that do not meet the Individual CEU criteria will be accounted for only in terms of Institutional CEU's, as defined by the Southern Association of Colleges and Schools, Standard Nine (Page 34-December 14, 1977).

It will be the responsibility of the colleges and divisions of the University to report institutional CEU activities to the Office of the Dean of Continuing Education and Special Programs on a quarterly basis.

XI Policy and Procedures Governing Off-Campus Instruction for Credit

A The requests to offer off-campus courses or programs for credit will follow the normal channels (Department Chair, Dean, Dean of Continuing Education and Special Programs, Vice President for Academic Affairs). Since all off-campus courses or programs must be approved by ACHE, course and program proposals must be submitted to ACHE 60 days prior to the proposed implementation.

B Fees

For students enrolled for regular University credit courses there are a number of special fees assessed. Some of these fees (e.g., the athletic fee, the student activity fee, etc.) may be inappropriate for a short-term student, particularly one enrolled at Brookley. With this in mind, we recommend

the following.

For students enrolled in special programs at Brookley Center only, the registration fee and tuition will be collected.

It is noted in this regard that special conference fees, in addition to the registration fee and tuition, may be required for a given course.

With regard to other University fees for special courses held on the main campus, a decision concerning these fees be evaluated on a case-by-case basis.

- C Guidelines for off-campus courses are given in detail and are available in the college dean's office or in the Continuing Education Office.
- D Courses taught at the Bay Minette and/or Fairhope campus of the University-Baldwin County Branch are not off-campus courses.

PART IV

LEAVE AND FRINGE BENEFIT POLICIES

I Leaves

A Leaves of Absence Without Pay

Leaves of absence without pay are granted for a period of one year or less and may be extended for an additional period. All leaves and extensions of leaves must be cleared with the appropriate departmental chair and dean and approved by the Vice President for Academic Affairs and by the President.

B Military Leave

Leave without pay will be granted for the duration of the military-service obligation if a permanent faculty member is involuntarily called into military service. The faculty member will resign (and it is so understood) from the University should the faculty member elect to remain in the service after the initial obligation has been fulfilled.

C Faculty Service and Development Award

Full-time, tenured academic employees of all ranks, who have completed six or more years of service at the University of South Alabama without having received leave with pay, may petition for a Service and Development Award for study and research, the object of which is to enable them to increase their professional efficiency and usefulness to the University. Adequate justification setting forth the plans for each award will be stated, and a report of the accomplishments under each award granted will be made promptly upon return from leave.

The stipend paid for the Award will be full pay for one quarter leave; or three-fourths salary for two quarters leave; or half salary for three quarters leave. The University will not be obligated for travel or other expenses incurred by the recipient. Such fringe benefits as the recipient was receiving at the time of the Award will continue in full force for the duration of the leave.

The appropriate academic officer (Chief Academic Officer of the College of Medicine or the Vice President for Academic Affairs) will, after receiving requests from the appropriate academic

dean or other administrative head, make recommendations for leave to the President. A member of the academic staff who has received a Service and Development Award will be required to return to University duties for at least a year before accepting employment elsewhere, or to make equivalent restitution of leave pay to the University.

The Service and Development Award will be promulgated and/or rescinded by the President where financial or academic situations make such action appropriate.

The Award is not available for the purpose of completing terminal degree requirements. FSDA leave will be counted toward time-in-rank for promotion eligibility.

D Maternity Leave

A leave of absence without pay may be requested for maternity. See Item I-A above.

II Fringe Benefits

A Insurance

1 Long-Term Disability Program

Eligibility - upon employment
Three (3) month benefit waiting
period
Coverage - 60% of total base
Earnings up to a maximum monthly
benefit of \$3,500
8% annuity paid to TIAA upon
disability
Premium is paid 100% by the
University

The long-term disability program is provided to all permanent employees working at least 20 hours a week at no cost to the employee. No enrollment in the program is required, as each eligible employee is covered concurrent with or the first of the month following employment.

2 Group Medical Insurance Programs

Faculty members who desire medical insurance may enroll in either of two University Group Medical Insurance Program. The University will contribute to the cost of a family policy if the faculty member desires dependent coverage.

(This benefit is subject to change. Consult the Office of Personnel Relations for current details.)

3 Group Term Life Insurance

Term Life Insurance in an amount dependent upon the faculty member's annual salary is provided for each faculty member. Accidental Death and Dismemberment benefits are payable in an equal amount. The University will also pay for a small amount of Term Life Insurance coverage for each dependent. The University provides the entire premium amount for Group Life Insurance.

The benefits provided under the Group Term Life Insurance Program, effective September 1, 1978, are as follows:

Present Salary	Amount of Term Life Insurance
Less than or equal to \$10,000	\$ 15,000
\$10,001 - \$15,000	\$ 20,000
\$15,001 - \$20,000	\$ 25,000
\$20,001 and over	\$ 35,000

In addition to the insurance amounts provided above, each dependent is provided \$1,000 of term insurance.

An optional Group Term Life Insurance Plan is also offered to all permanent faculty and staff. The plan provides all eligible employees an opportunity to purchase additional amounts of Term Life Insurance over and above the amount provided under the Basic Plan. Eligible employees may purchase, at their own expense, additional Term Life Insurance in an amount equal to one-half (1/2) times, one (1) times, one and one-half (1-1/2) times or two (2) times the amount they will receive under

the Basic Plan. Contact the Personnel Relations Office for details.

B Liability Insurance

Liability insurance is provided in the following areas and is subject at all times to the actual policy terms and conditions:

- 1 Automobile Liability - If a faculty member or other authorized person is driving a University owned automobile within the scope of permission and employment, and has a wreck that injures a third party, or does property damage to property of others, the automobile liability policy will protect the employee up to the limit of the policy.
- 2 General and Public Liability - This policy provides coverage to the faculty member for non-automotive accidents that occur within the scope of employment and result in bodily injury or property damage to third parties. For instance, if a professor accidentally broke someone's arm in the role and scope of employment with the University and were sued by the injured party, the policy would protect the professor to the limit of the policy.
- 3 Wrongful Acts Coverage - This policy does not provide any bodily injury or property damage liability but rather is for executive decision liability, such as peer group reviews, etc. This is not a teachers' professional liability policy.

C Social Security

Full Social Security benefits are provided for faculty members.

D Tax Sheltered Annuities

New Employees: New faculty members may transfer current tax-sheltered annuity programs to the University from other institutions. Contributions are provided through payroll deduction.

Current Employees: Current faculty members who wish to participate in a tax-sheltered annuity program may do so provided the insurance company qualifies under the University's tax-sheltered annuity policies.

(This benefit is subject to change. Consult the Office of Personnel Relations for current details.)

E Teachers' Retirement System

Faculty members shall be enrolled in the Teachers' Retirement System of Alabama immediately upon employment. Members are required to contribute five per cent of their annual salary. The University contributes 13.73% of the employees' salary to the Retirement System.

Faculty members may retire at any age with thirty years of service or at age sixty with ten years of service. Members who leave University employment before retirement may recover their entire contribution. In addition, they may receive a portion of the accumulated interest after participating for three years.

1 Purchase of Military Service

The Teachers' Retirement System of Alabama provides the opportunity for employees to purchase up to four (4) years of prior active military service to be used as creditable service towards retirement, provided the purchase is made within twelve (12) months of the employee's date of enrollment in the Teachers' Retirement System. This is normally the date the employee was employed in a permanent position with the University.

2 Purchase of Out-of-State Service

An employee must have a minimum of ten (10) years of service under the Teachers' Retirement System/Employees' Retirement System of Alabama (excluding military credit) to be eligible to purchase out-of-state service credit.

An employee cannot receive credit for

out-of-state service if the employee has credit or is entitled to any benefits for the same period of service under any other retirement or pension plan which is funded from public funds. This would include, but not be limited to, TIAA-CREF if the out-of-state institution contributed to the employee's plan.

A maximum of five (5) years of out-of-state service may be purchased. Service must be purchased in one (1) year increments. Partial years, however, can be purchased if they represent the total or balance of out-of-state service.

The total of 5% employee contribution and the state contribution to the Teachers' Retirement System (14.27% prior to October 1, 1979; 13.73% after October 1, 1979) shall be applied to the current salary of the employee to determine the member cost for each year of out-of-state service to be purchased.

F Teachers' Insurance and Annuity Association/College Retirement Equities Fund (TIAA/CREF)

Eligible faculty members may participate in a tax-deferred annuity program. Members may invest in fixed and variable annuities through TIAA-CREF. The program provides additional retirement income as well as deferring tax on the member's income. The University will match employee contributions to the TIAA-CREF Regular Retirement Annuity program at one of three levels: \$210, \$350, or \$600, annually. Professors and Associate Professors may participate immediately upon employment. Assistant Professors may participate after three years of service and instructors after six years of service. New employees may transfer current tax-sheltered annuity contracts from other institutions.

(This benefit is subject to change. Consult the Office of Personnel Relations for current details.)

G Tuition Assistance Grants

1 For Faculty and Staff

Policy:

Tuition assistance for faculty and staff development is an employee benefit offered to all permanent, full-time faculty and staff employees of the University of South Alabama who wish to take credit courses offered at the University of South Alabama. Correspondence and non-credit courses are not included under the tuition refund policy.

Faculty and staff who occupy full-time permanent positions who have completed six (6) months of satisfactory service are eligible to receive a tuition refund for up to five (5) quarter hours per quarter for any course(s) taken for credit if approved prior to taking the course by the appropriate division head.

Procedure:

The participant must apply and be admitted to the University by the Director of Admissions.

The participant upon written request and written approval by the Division Head may take up to a maximum of five (5) quarter hours each quarter and receive a tuition refund.

All time off during working hours must be approved by the Division Head. All time spent in class during working hours including time spent in travel to and from class shall be made up during the same work week.

Vacation time may be used to make up all time spent in class including time spent in travel to and from class.

To receive a refund for a course(s) taken, the participant must maintain at least a satisfactory grade point average (grade point average of C for undergraduate and a graduate average of B for graduate studies.)

The employee will be required to pay all tuition and fees at the time of registration. The tuition refund policy covers tuition, registration fee, health fee, student center fee, and activity fee only. It does not cover lab fees, books, or application fee. The employee will be reimbursed for tuition and covered fees at the end of the quarter in which the course(s) was taken.

Following completion of the course(s), an application for tuition refund should be completed and forwarded to the Division Head for processing.

Application forms for tuition refund are available in the Offices of Personnel Relations.

2 For Spouses and Dependent Children

Policy:

Tuition assistance grants are provided to the spouses and unmarried dependent children of permanent, full-time faculty and staff who have completed six (6) months of satisfactory service prior to registration for the quarter in which the spouse and/or unmarried dependent children wish to enroll in credit courses offered at the University of South Alabama. Correspondence and non-credit courses are not covered under this policy.

Qualified individuals will, upon request, receive a fifty per cent (50%) tuition refund for all graduate and undergraduate credit courses paid for in each academic quarter for courses taken during that quarter. No other fees are eligible for refund.

Qualified individuals will receive any approved refund at the end of the quarter in which the course was taken provided the eligible individual completed the course attempted and received a passing grade.

Procedure:

The participant must apply and be admitted to the University by the Director of Admissions.

The tuition assistance grant policy covers all tuition costs only, and does not cover registration fee, health fee, student center fee, activity fee, books, lab fees or application fees. The participant will be required to pay all tuition and fees at the time of registration. The participant will, upon approval, be reimbursed for fifty per cent (50%) of the tuition fee at the end of the academic quarter in which the course was taken.

To receive a refund the spouse and/or unmarried dependent children will complete a tuition refund request form provided by the department in which the person to which they are related is employed and processed through normal administrative channels. The faculty or staff member shall attest to the relationship of the

person submitting the request for reimbursement.

Applications for tuition refund are available in the Offices of Personnel Relations.

H Health Services Discount

A discount is provided by the University of South Alabama Health Services Foundation to all faculty and staff and their dependents who are covered by group medical insurance. The Health Services Foundation Discount applies to any inpatient and outpatient physician charges incurred on or after October 1, 1979, and rendered for professional services that are not covered or paid for by the employee's or spouse's medical insurance carrier.

The discount applies only to physician fees billed through the Health Services Foundation for professional services.

The Health Services Foundation Discount will be applied, upon request of the employee, by the appropriate Health Services Foundation billing department to the account after all charges have been reviewed and/or paid for by the medical insurance carrier.

The appropriate Health Services Foundation billing department will also establish a procedure for verifying the eligibility of each employee who initiates a request for the discount.

I Hospital Services Discount

A twenty-five percent (25%) discount is provided by the University of South Alabama Medical Center Hospital to all faculty and staff and their dependents who are covered by medical insurance. The Hospital Services Discount applies to any inpatient and outpatient hospital charges incurred on or after July 17, 1979, and rendered for hospital services that are not covered or paid for by the employee's or spouse's medical insurance carrier.

The discount does not apply to professional physician services rendered by a physician but only for hospital services such as, but not limited to, diagnostic X-rays and lab work, emergency-room treatment, private rooms, telephone charges, and other hospital services.

The Hospital Services Discount will be applied, upon request of the employee, by the University of South Alabama Medical Center Hospital Business Office to the account after all charges have been reviewed and/or paid for by the medical insurance carrier.

The Hospital Business Office will also establish a procedure for verifying the eligibility of each employee who initiates a request for the discount.

J Vehicles

The University has placed in the custody of administrative officials and department heads several vehicles available for official use. Approval for use of a vehicle must be secured from the Office of Institutional Research, and use may be authorized only for official University business. The driver of any University vehicle shall have a valid driver's license before being permitted to use the vehicle.

K Computer Center

Faculty members may arrange for use of computer services by contacting the Director of the Computer Center.

L Housing

The University has temporary housing for faculty members in Hillsdale Heights, a subdivision now owned by the University. The University also has a few dwellings adjacent to the campus and at Brookley that may be rented. The Director of Housing has offices in Hillsdale.

M Food Service

The University operates a cafeteria in the University Center, Snack Bar (named the Jaguar Room), a faculty/staff dining area (the Terrace), a Soda Shoppe Snack Bar in the Residence Hall, and a small Snack Bar in the Administration Building Basement. Vending machines with snacks and drinks are located in various buildings on the campus. A cafeteria is also located at the Brookley Center.

N Mail Service

From the Post Office, located in the University Bookstore, and through a similar facility in the Hospital, an integrated University system serves the main campus, the U.S.A. Medical Center, the Moorer Clinic, the Brookley Center, and other areas.

The University's daily mail service provides two scheduled deliveries and pickups from each designated office in this system.

Mail, in the main mail room, is placed in individual and departmental boxes and may be picked up any time between 8:00 a.m. and 10:00 p.m. After 10:00 p.m. the mail room is secured until the following morning. Outgoing mail is dispatched through the Federal system at 4:00 p.m.; therefore, all afternoon mail must be in the Mail Room no later than 3:30 p.m. to permit metering and dispatching.

The main mail room is a full-service post office. The regular business hours are 7:30 a.m. to 4:30 p.m.

O Use of Facilities

The faculty is invited to use campus facilities on a scheduled basis. All reservations should be cleared through the Vice President for Finance and Business Affairs.

P Bookstore Facilities

The modern and spacious Bookstore is conveniently located adjacent to the University Student Center to serve the faculty and students of the University.

Most publishers will furnish desk copies to faculty members upon direct written request to the company. This should be done at least sixty days before actual need and is an individual responsibility of the faculty member. If difficulty is incurred in obtaining a desk copy from the publisher, the Bookstore will loan a copy on the individual's personal charge account for a period of sixty days. The desk copy must be replaced within this period with a fresh saleable copy or the charge becomes due and payable on the individual faculty member's personal account.

The Bookstore serves as the central supply storeroom for the University and is the source of supply for all expendable items at competitive prices. The Bookstore is further equipped to make deliveries to all departments of the University.

Q Duplicating Services

Copying and duplicating machines are located in the Publications Office with additional service in the Bookstore, Library, University Center, and Mastin Building. Mimeographing and xeroxing services are available in most departmental and college supply rooms.

R Credit Union

All employees are eligible for membership in the South Alabama Credit Union. Facilities are available on campus and at the University of South Alabama Medical Center.

S Recreational Facilities

The University has swimming pools on the campus and at the Brookley Center available for use by faculty members and their families. The research vessel owned by the University may be chartered for trips. (Specific procedures are available in the Dean's office.)

Faculty and their spouses may use the Brookley Golf Course upon payment of appropriate fees. The Tennis Center in Municipal Park is open to the public, and faculty families may sign in at the Pro Shop for open courts. Club memberships at a reduced rate (Mondays through Fridays) may be obtained at the Municipal Golf Course adjacent to the University campus.

Children's Summer Program classes on campus are sponsored by the University Women's Club in swimming, art, languages, and other interest areas.

The University Intramural Sports Program invites faculty members to participate on the Faculty Basketball and Softball teams as well as in the various sports tournaments in golf, tennis, bowling, table tennis, and badminton.

The Department of HPELS sponsors a faculty-staff

supervised sports and developmental program during the lunch-hour periods in the Physical Education Building. Faculty members have locker rooms available for their convenience.

T Lost and Found

The University Lost and Found is located in the University Center.

PART V

BUSINESS AND FINANCIAL AFFAIRS POLICIES

AND PROCEDURES OF INTEREST TO FACULTY

I Travel Regulations

Persons traveling either in-state or out-of-state on official University business will be reimbursed for actual and necessary expenses. For out-of-state travel, expenses for meals and lodging (receipt required) will be reimbursed. In-state travel is restricted to \$40.00 per day for overnight travel plus actual costs of transportation. Expenses not allowed for reimbursement include (not-all-inclusive): valet services, laundry, alcoholic beverages, passports, visas, and other personal expenses.

Requests for reimbursement of travel should be submitted on official forms prior to travel. Foreign travel must be approved by the appropriate administrator and the President. Upon completion of the travel, all receipts should be filed with the appropriate form. Official airline ticket stubs (not xerox copies) must be attached to the expense report.

For further information, see the "Travel and Entertainment Regulations."

II Entertainment Regulations

Since many business and professional discussions, negotiations, and transactions take place during periods of entertainment, the University recognizes that business entertainment is important to its operation. By definition, business entertainment involves those expenses incurred in extending reasonable hospitality to University guests. The intent of these regulations is to place this activity in proper focus and to indicate guidelines for control purposes. Therefore, the following conditions must be met before entertainment expenses may be authorized.

1. The principal character or purpose of the entertainment occasion must be University business. Direct benefit to the University should result from entertainment expenditures.
2. Entertainment expenditures must be reasonable and documented on a basis that will show the following wherever practicable:
 - A. Identification of the person or group being entertained, and of the University personnel who officially represented the University.

If a small group is being entertained, the names of all persons attending should be shown; for

larger groups, only the name or names of the honored guests should be indicated along with the number of persons attending. In all cases official University representatives should be listed.

B. A brief statement as to the reason or the purpose of the entertainment and/or benefit to be gained by the University.

C. The place of entertainment.

D. Itemized receipts or invoices for entertainment are required.

Entertainment may be authorized for the following categories:

Prospective faculty and staff - The University is recruiting in a highly competitive market for top faculty and staff. The University policy is to invite prospective faculty (or staff) to visit the campus as approved through administrative channels. Both prospect and spouse may be invited if deemed advantageous and travel, lodging, and food expenses are reimbursed. Entertainment, on a reasonable basis, associated with a recruitment visit is recognized as a proper expenditure.

Official guests of the University or any of its divisions - Entertainment of guests is appropriate and is usually undertaken by administrative officials, deans, department heads or designated faculty members, or by other individuals designated by administrative officials. However, the University will not reimburse guests for travel and related expenses except those traveling to the University on specific invitation previously approved.

Groups attending conferences, workshops, meetings, and seminars - Many conferences and workshops conducted by the University are supported by registration fees. In these instances all expenses will be covered including those for entertainment since no funding is required from University funds.

No entertainment expenses shall be incurred that are contrary to State statutes and applicable regulations. Expenditures for alcoholic beverages, civic and other club dues, and lobbying efforts are specifically prohibited. This does not preclude extending courtesies to legislators when they are on campus as guests of the institution. However, under no circumstances shall courtesy expenditures be made

for legislators in Montgomery when the Legislature is in session.

III Purchasing Procedure (refer to Purchasing Manual, 1985)

The Purchasing Department is responsible for procuring all supplies, equipment and services for the University. All purchases must be covered by a purchase order. There are three types of purchase orders -- a regular purchase order, a limited purchase order, and a prepaid purchase order. Limited purchase orders may be obtained from the Purchasing Department and used by individual departments for small purchases of \$100 or less. To obtain either the regular purchase order or the prepaid purchase order it is necessary to send a requisition to the Purchasing Department, properly signed and filled in. Upon receipt of the requisition, the Purchasing Department prepares and mails the appropriate purchase order.

Requisition forms may be obtained from the Purchasing Department. Requisitions should be filled in completely. Listed below is the necessary information:

- Account number (nine-digit number)
- Division and department
- Place of delivery and to whom
- Item to be purchased with full description - quantity, unit, unit price, and total cost
- Vendor's complete name and address
- Signed by: Department head and dean or administrative officer
- Requisitions should be sent to Purchasing Department when completed
- College of Medicine requisitions should be routed through College of Medicine Business Office
- Limited purchase orders and Bookstore orders do not require requisitions.

Each department is sent a copy of the purchase order issued as a result of the department's requisition. This copy also serves as a receiving report. When merchandise or service is received, the receiving report must be signed, dated, and returned to the Purchasing Department.

The Purchasing Department is also responsible for enforcing the State Bid Law. This law requires all items of \$2,000 or more to be put out for public bids. It also provides that contracts for purchase of property or personal services shall be let for

periods not greater than one year.

Departments are encouraged to use the University Bookstore whenever possible rather than outside services for the purchase of supplies and other items which are carried by the Bookstore.

The Purchasing Department is prepared at all times to meet with the departments and discuss the full purchasing procedures with them or offer any help it can give. A Purchasing Policies and Procedures Manual will be furnished each department on request.

IV Campus Solicitation

The University campus offices are open to book sales and publishing representatives. Other solicitations must have prior approval of the appropriate University official.



PART VI

STUDENT AFFAIRS POLICIES AND PROCEDURES

OF INTEREST TO FACULTY



Students will not be permitted to withdraw from courses after the official withdrawal date, except in those rare instances in which mitigating circumstances are patently demonstrable to be beyond the control of the student or the withdrawal is clearly in the best interests of the University.

Authority to withdraw students after the official date will reside in the dean's or director's office of the academic unit in which the student is enrolled. Should this procedure involve a course being taught in another academic unit, the authorizing dean, before rendering a decision, is expected to consult with the counterpart in the other unit to provide an opportunity for further consultation with the appropriate faculty. Once a late withdrawal has been properly approved, the symbol WD will be entered for all courses affected.

Course withdrawals will routinely follow the same academic procedure whether the student is withdrawing from a single course or is withdrawing completely from the University; the student needs to see his/her course instructor(s) and his academic advisor. In the event of a procedural problem or if the official withdrawal date has passed, the student will also need to consult his/her academic dean. Students withdrawing completely from the University must additionally be cleared by the Library, the Financial Aid Office, the Bursar's Office, and the Registrar's Office.

II Undergraduate Final Course Grade Grievance Policy

PURPOSE

The purpose of the Undergraduate Final Course Grade Grievance Policy is to provide a safeguard against an unfair final course grade.

The following academic grievance process is recommended to provide a mechanism for exchange of information between student and instructor, and to effect reconciliation without creating a climate of injury.

The intent is not to embarrass student or instructor, not to assess penalty or inflict retribution, but to provide a buffered forum for a peaceful and honest discussion of differences of opinion.

ADMINISTRATIVE GUIDELINES

A standing Final Course Grade Grievance Committee will exist within all University departments. It will consist of five full-time faculty (one of whom is designated as alternate) and two non-voting student members. The Committee will be constituted early in the Fall Quarter of each year.

Each department will elect four regular members and an alternate (to serve in the event a charge is brought against a regular member) from the department's full-time faculty. Faculty members must serve if elected.

Two major students from the department will be appointed for one year on an ad hoc basis by the department chair.

In departments with fewer than five full-time faculty members, each eligible faculty member will serve on the committee. The dean of the college will appoint other members from a related department to fill any vacancies.

The department chair will convene the Committee early in the Fall Quarter to elect a chair and a vice-chair, who will preside in the absence of the chair. The chair will be non-voting. Four faculty members shall constitute a quorum. At the time of election, the department chair will explain the grievance procedure and answer any Committee questions concerning it.

The task of the Committee will be limited to the consideration of charges of exceptional, biased, or prejudiced action against a single student in the awarding of the final course grade. The Committee may not challenge an instructor's grading system, as long as that system has been published in writing to the class at the beginning of the quarter.

The departmental Final Course Grade Grievance Committee shall limit its concern strictly to the specific grounds of complaint enumerated and explained in the student's statement. It is incumbent upon the student to provide evidence to support his case.

Every student has the right to have a request for consideration of his/her case reviewed by the departmental Final Course Grade Committee. After reviewing only the student's written request for such a review, the Final Course Grade Grievance Committee will determine whether the grievance, if subsequently substantiated, would be of significant consequence to the student. If so, the grievance warrants a formal hearing, and the Committee will proceed to conduct it. For the purposes of this preliminary review only, and specifically on the decision as to whether

a formal hearing is warranted, the two student members of the Committee will have full voting privileges.

The decision of the Committee will be final.

GRIEVANCE PROCEDURE

If a student believes that a final course grade is unfair, these procedures will be followed:

*The student shall consult as soon as possible with the instructor to seek explanation.

*If the disagreement remains unresolved, the student shall submit a written complaint to the chair of the department in which the course is taught. The complaint must be made within the first four weeks of the following quarter, except Summer. A copy of the complaint will be forwarded to the instructor.

The department chair will act as negotiator in attempting to resolve the dispute between student and instructor. The chair shall:

*Act with all deliberate speed;

*Consult with both parties concerned, either jointly or individually, or both;

*Maintain a position of disinterest, fairness, and objectivity so that neither party may rightly accuse the chair of bias;

*Hold all statements, both written and oral, in strict confidence (should a hearing be necessary, the chair shall forward the instructor's formal statements to the Committee, the case or any statement relating to it except with the parties involved);

*Excuse himself/herself as negotiator in the grade grievance should he/she be named as the instructor involved. In that event, the Committee chair shall act as negotiator;

*If necessary, aid both student and instructor in preparation of formal statements to be presented to the Committee.

If the matter still remains unresolved, each side will submit to the department chair a formal written statement representing his/her viewpoint. The student will file a "Final Grade Grievance Form," which will include the student's request that the grade be changed and the specific reason (or reasons) that the student believes justifies the change of grade. Only this form will be supplied to the

Committee for the purpose of its preliminary review. Once the need for a hearing has been established, the statements from both student and instructor will be supplied to the individuals involved and to the Committee at least two days in advance of the hearing.

The Preliminary Review: Once a grievance has been filed, the Committee will review the Final Grade Grievance Form filled out by the student. Based on this information alone, the Committee will determine whether or not the grievance is frivolous; if not, it will proceed to a hearing.

The Hearing: All hearings will be conducted with both the student and instructor present.

*Either party may call a witness or witnesses as deemed appropriate by the committee chair.

*Committee members may ask questions but are cautioned against asking any questions or making any statements which might be interpreted as clearly prejudiced.

The Deliberation: At the conclusion of the hearings, the Committee shall meet alone and deliberate on the case.

*The chair shall make every effort to bring forward a consensus recommendation.

*If the Committee finds that the final course grade is unjust or in error, the Committee may change the grade and determine to what it shall be changed.

*The chair shall forward the Committee's decision to the student and instructor concerned, the department chair, and the dean of the college. The decision should be sent out within a week of the committee's reaching a decision.

*If the Committee changes the grade, the department chair shall initiate a change-of-grade form.

The dean will not forward the change-of-grade request to the Registrar until the time allowed for an appeal of the Committee's recommendation has expired.

APPEAL

If either the instructor or the student wishes to challenge the procedure involved in the Committee's recommendation, he/she may appeal to the appropriate dean for a procedural review.

A written appeal describing the procedural objections

must be filed with the dean within one week of the issuance of the Committee's written recommendations.

If the dean determines that the procedures followed were invalid, the dean will direct that a rehearing be held.

If the initial grade grievance was filed by an undergraduate student, the appropriate dean is the dean of the college or school in which the course is taught.

OTHER ACADEMIC COMPLAINTS

All other complaints about primarily academic matters will be handled through routine administrative channels--faculty member, departmental chair, and dean.

III Graduate Final Course Grade Grievance Policy conforms to the same procedures as the Undergraduate Policy. Copies are available in the college dean's office or the Office of the Graduate Dean.

IV Class Attendance of Students

Students are responsible for attending the classes in which they are officially enrolled. The quality of work will ordinarily suffer from excessive absences. At the beginning of classes, instructors must define their policy on absences, and all cases of illness and emergency shall be promptly reported and verified to the instructor. For absences of two or more consecutive class meetings due to illness, death in family, or family emergency the Dean of Students' Office should contact the instructor. Absence notices will be sent to each instructor notifying him/her of the reason for the approximate length of absence. This notification does not constitute an excused absence.

No person under any circumstances is permitted to attend a class unless the instructor has that person's name on an official class listing, either for audit or for credit. The instructor is responsible for enforcing this policy.



PART VII

**DEVELOPMENT AND EXTERNAL RELATIONS:
POLICIES AND PROCEDURES**



I Grants

A Information on Outside Funding Sources

Numerous U. S. governmental agencies, many private foundations, and other organizations provide grant or contract funding to support research activities that meet their criteria. These change from time to time as policies and interests of granting agencies shift. Investigators seeking funding may determine trends in this respect by consulting appropriate sources. The Office of Sponsored Programs will assist in locating sources.

B Submission Procedures are available in the Office of Sponsored Programs.

C University Approvals

Clearance by University officers is required for proposals requesting funds from sources outside the University. Such proposals should be discussed at an early stage with departmental chair and dean concerned, and, in final form, need approval and signature of University officers in the following order: Director of Sponsored Programs, Departmental Chair, Academic Dean, Comptroller, Dean of the Graduate School and Director of Research, Vice President for University Services and Planning, and Director of Operations. If clearance by the University Attorney or others is needed, this will be specified by one of the appropriate institutional officers.

D Equipment Assignment

Unless specified otherwise in the contractual agreement, all equipment and apparatus acquired through grants-in-aid by individuals or programs in the University are the property of the University and should be inventoried the same as other University properties. In the event that the individual user of any equipment or apparatus should sever relationships with the University, the property will be retained by the University unless there is no further need or the purpose involved is discontinued.

E University Policy on Transfer of Equipment

Equipment purchased through the University, regardless of the origin of funds, is automatically the property of the University and, therefore, the State of Alabama. If the property cost exceeds one hundred dollars, it will automatically be entered onto the University property lists which are monitored by State auditors. The property list assigns each item of equipment to a department and specifies its location by building and room number. Each item is assigned a specific University property number.

The disposition of State property is governed by a number of State laws and regulations which the University is obligated to follow. In brief, these regulations prohibit the University from giving State property to individuals. State property may be traded, under certain specified conditions, toward the purchase of new equipment. State property may also be sold under certain specified circumstances. These involve declaring the equipment surplus, publishing in the public media its availability and, if no other State agency has a need for the property, selling it to the highest bidder.

Under certain conditions, equipment purchased under Federal grants and contracts may be relocated. The grant or contract under which the equipment was purchased must be active and transferable. The local department and co-investigators must agree to the equipment release. In all cases, property may only be transferred between academic institutions. Under no circumstances will property be released to commercial firms or government laboratories.

A faculty member who is leaving the University should not presume the transfer of equipment or supplies. The procedures outlined below must be followed:

1. A complete audit of assigned equipment should be initiated by the involved department chair and conducted in cooperation with the University property manager.
2. If an active grant is being transferred to an academic setting and if equipment purchased with funds from that grant are essential to the completion of the project, an itemized list of the equipment to be relocated should be submitted through the appropriate department

chair. If the chair and active co-investigators approve the equipment release, the endorsed request should be submitted to the Associate Dean of the College.

3. After validation and confirmation of the equipment by review of the property numbers and origin of purchasing funds, the Associate Dean's office will contact the administration of the receiving institution concerning their willingness to accept the equipment and have it added to their property lists.

4. Finally, a letter of authorization to relocate the specific items of equipment which have been through this procedure will be issued to the requesting faculty member.

It should be carefully noted that the unauthorized relocation of equipment may create serious legal and professional problems. The extent of these problems and their ultimate resolution will rest with the University and the State of Alabama.

II Research

The University of South Alabama explicitly recognizes its duty as a university to foster, through research, the enlargement and strengthening of human knowledge. While the faculty, with students, is responsible largely for the actual design and conduct of research as part of its professional obligations, the University as a whole must provide incentives, facilities, and funds for the support of research activities.

The concept of research is broadly interpreted to mean any activity involving discovery, testing, organization or analysis of facts, or any interpretative or creative-arts activity, especially of an original or experimental nature, which will enlarge or improve human knowledge or the conditions of life. While there are no limits as to fields of investigation, some priority seems appropriate for studies favored by the economic, social, and geographic situation of Mobile and the Gulf Coast, such as marine sciences, human resource development, natural resources management, and development of recreational facilities.

Individual faculty members and teams are given every assistance in the University's power to formulate and submit proposals for grant support by government

agencies, private groups, and foundations. They are encouraged also to engage in paid consultation as opportunities appear, within limits described below, and to take part in unpaid community activities involving research, as they see fit.

Departmental chairs and deans concerned should be consulted in advance on all research commitments of any magnitude, and kept informed of research progress, achievements, and future plans. Encouragement will be given to projects considered consistent with the policies and plans of the department(s) and of the college(s) in which the research will be conducted. The work would normally be expected to relate to the faculty member's usual University duties and contribute to the effectiveness of his regular academic work.

In addition, the University provides special support for development and preparation of research proposals that require funding on a larger scale than University resources can provide. Such proposals are drawn up by individuals or by ad hoc committees or task forces set up as required in various fields. Funding and supporting services are made available through the Research and Public Service Council or otherwise.

III Consulting

A faculty member will be permitted to serve as a consultant, with or without pay, the equivalent of one day per week during the academic year or thirty-six days per year. If the faculty member chooses to spread the thirty-six days per year over the calendar year, it would represent three days per month, but not to exceed thirty-six days during the calendar year.

A maximum of thirty-six working days per academic year is permitted for paid contract consultation. If a faculty member chooses full-time employment at the University for the Summer Quarter, the total of thirty-six days for consulting services applies to the calendar year. If a faculty member chooses to increase the number of days above thirty-six, arrangements can be made for part-time teaching during the Summer.

IV Contract Overhead

All individual contracts with organizations, business firms, companies, and corporations by academic personnel that involve personnel time (on the campus

or at the Brookley Center) and University facilities, apparatus, equipment, chemicals, etc. must include in the contracts a fifteen percent additional charge of the amount paid to the personnel, the fifteen percent to be paid directly to the University.

V Public Statements By Faculty Members

See AAUP Statement on Professional Ethics in Part II (VII-A-5)

VI Use of the University's Seal, Letterhead and Logo

The University seal is the official identification of the University and is used only on formal official documents.

The graphic identity of the University is significant in the portrayal of the University's image. Care has been taken to design a visual representation that is clear and simple. The logo may be used on stationery and other official documents that represent the University to the public. Other logo designs are not permitted in place of the approved logo.

VII External Requests for Research Assistance

The University of South Alabama is occasionally approached by public and private agencies and organizations for help in analyzing problems that confront them and in developing and comparing alternative solutions. While the University's capacity for this sort of activity is increasing, its primary obligation is still to its students, whose needs are also increasing in various directions. Also, it must maintain a balance in its research program between the kind of practically oriented research most of these programs require and research in arts and sciences, creative artistic activity, and other aspects of research.

These factors, together with the specialized nature of many faculty research interests and problems of timing, impose limits on the resources the University can devote to helping other agencies with their problems and require that problems on which University help is given be carefully selected. Criteria for such selection include:

*Importance of the problem, not only to the agency concerned with it, but also as a prototype of

similar situations to which methodology developed or adapted from the local one can be applied. This requires usually that findings be published or otherwise circulated as a contribution to knowledge.

- *Feasibility of dealing with it. Not only must the University be able to divert analytic capability in an effective way to its study, but necessary data and methodology must also be readily available or susceptible to development within limits of time.
- *Opportunities for experience it offers to both faculty and students, as well as others concerned, in planning, directing, and participating in such research.
- *Development of good will for the University. If clear-cut, well-substantiated alternative solutions to a given problem can be developed, with a good balance sheet of pros and cons for each, and especially if this can be accomplished through a process of close cooperation among all those University personnel and others working on the problem, understanding of and support for the programs of the University can be materially enhanced.
- *Funding available from outside the University. Whenever possible, the University's contribution to such activities should take the form of faculty and student time and the use of library, laboratory, and other facilities already at hand. Other inputs required of personnel, data, equipment, and others should be provided and/or funded by the agency in need of University help. For sizeable projects actively managed or given administrative service support by the University, the latter should charge indirect costs to cover the costs of these contributions. Where a project requires diversion from other activities of substantial amounts of University resources, the University may need reimbursement to cover costs of arrangements to carry on the other activities affected.

Requests for such help are usually first presented orally, often in a rather undeveloped form, to a senior University administrative officer or faculty member. In view of these considerations, their formal presentation to the University should not be prematurely encouraged. In the early stages they should be developed through informal discussion to a point where the foregoing factors can be fairly evaluated. At that stage, the University spokesperson involved, believing the request meets the above criteria, should outline the situation to the college dean and departmental chair concerned and

the Vice President for Academic Affairs, either orally or in writing. This group may request additional information, may refer the problem for further analysis by a task force or study group, may approve further development of the project, or may reject it.

In the latter case, the University spokesperson should explain the decision and its rationale as fully as necessary to others who helped initiate review of the problem, making it clear that the University cannot take further part in its analysis. This course should be taken unless it is clearly apparent either that the project is feasible, subject to further planning as required, or that additional data needed will probably confirm its feasibility.

If more data are needed, they should be obtained by university personnel either alone, if the project seems marginal to university interests, or in other cases in cooperation with the outside agency concerned, and presented to the university review group at a second meeting.

If this group approves the project, or some selected part of it, it will authorize the university spokesperson, drawing on other university personnel as necessary, to work with others involved to prepare a detailed project work plan to be submitted under cover of a formal, written request for the university assistance required, including a pledge that any inputs to be provided by non-university participants will be forthcoming. This request should be directed to the Vice President for Academic Affairs. It should be discussed again by the latter with deans and departmental chairs concerned, and other University personnel as required, and plans firmed up for University participation. At this point, unless major unforeseen problems are now apparent, the project will be approved, University personnel required will be designated and instructed to take part, budgets will be worked out, and other University steps required for implementation will be approved. The final contractual agreement will be approved by the Director of Operations.

In every case, however, no University commitment, implied or explicit, should be made, and no attitude of either approval or disapproval be taken, until at least a preliminary appraisal of the idea has been made by the Vice President for Academic Affairs. It must be clear that preliminary development of the problem is informal and its only purpose is to permit properly informed evaluation of it by the University officers responsible. No encouragement should be given obviously impractical ideas or in situations where the requesting agency is clearly unable to furnish desirable inputs to the project.

VIII University Policy on Inventions, Discoveries, Patents, and Copyrights

Patentable discoveries sometimes result from research performed under the auspices of the University of South Alabama or through the use of its facilities. The University recognizes the need for appropriate protection of rights for the inventor, the public, the sponsor, if one is involved, and the University itself. A Patent Review Committee is established as a body through which the University shall perform its responsibilities in connection with patentable ideas conceived at the University.

All faculty members, officials, employees, and students of the University, in consideration of their association with the University and of their privileges of using funds administered and facilities controlled by it, agree to handle all discoveries during such association in accordance with the terms of this policy.

The University's policy recognizes three bases on which the rights in patentable ideas rest:

Investigations sponsored wholly by the University, that is, financed with the University funds and carried out with its facilities on its time.

The inventor is required to acknowledge the University's ownership of patentable ideas developed under these conditions, and to assign the University or its designee all rights, title, and interest that might otherwise prevail. The Patent Review Committee shall receive the inventor's full disclosure and recommend to the University whether a patent should be sought. The obtaining of patent coverage and arrangements to have the patented item manufactured and marketed will be at the University's expense. In the event any patent so obtained produces a net return to the University in excess of the cost obtaining such patent, the University will pay the inventor thirty percent of the yearly net income.

Investigations financed wholly or partially by industrial, philanthropic, governmental, or other organizations outside the University, or by an individual not employed by the University.

In this case, investigation or research shall be carried on under a contract or agreement stating the rights to and ownership of patents which may result from the investigation.

Before work is started on a program covered by such an agreement or contract, the principal investigator shall advise his co-workers of their rights. In all cases not specifically covered by the express terms of the contract or agreement, the appropriate provisions of this policy shall prevail as far as possible.

Investigations performed by an employee of the University wholly or partly on the employee's own time and at the employee's own expense.

Investors are required to acknowledge the possibility that their rights may be shared by others and make full disclosure to the Patent Review Committee. The Committee shall determine the bases on which rights in the invention or discovery rest, following three criteria:

1 - When a discovery or invention is made wholly at the expense of the individual without the use of the University's facilities, the results are the private property of the investigator, and the University has no vested interests. Should the investigator desire, however, he may voluntarily submit his results to the Patent Review Committee for its consideration. If, on the recommendation of the Committee, the University agrees to seek patent coverage, it will do so at its own expense. The inventor will be expected to assign to the University or its designee full ownership of the patentable idea or discovery in exchange for ninety percent of the yearly net income accruing to the University.

2 - When a discovery is made partly at the expense of the individual, with the use of University facilities, the procedure shall be generally the same as in Paragraph III-A of this policy, except that fifty percent of the yearly income accruing to the University shall be paid to the discoverer.

3 - When a discovery is made by a member of the University community under circumstances not described by preceding paragraphs of this policy, the investigator shall disclose to the Patent Review Committee the particular conditions of his research. The Committee and the investigator shall make an agreement for the individual situation consistent with the general policies of this policy. In the event that parties do not reach an agreement, the dispute shall be referred to arbitration under the rules of the American Arbitration

Association.

Investigations done as course work.

It is recognized that graduate students may produce patentable discoveries in conjunction with course work for which they have paid fees. In such instances, the following understandings prevail:

1 - Course fees only partially defray the costs of education; many expenses are underwritten by the State of Alabama or other public or University sources. Thus, such discoveries usually will fall under the provisions of paragraph 4, p. 85 (When a discovery is made partly....etc.).

2 - Course work often requires considerable creative input from one or more University personnel. Nothing in these policies is to be construed to abrogate the rights or interests these persons may have in the discovery(ies).

3 - Normally, a professor and the student will mutually agree to their respective rights. If they are unable to reach agreement, the Patent Review Committee, established elsewhere in these policies, will adjudicate rights of all interested parties.

With regard to any invention or discovery disclosed to the Patent Review Committee for evaluation, the University may choose to follow one of several alternatives. It may elect to apply, in its own name, for appropriate patent coverage; it may choose to enter into an agreement with an independent patent development agency; or it may choose to disclaim any interest whatsoever in the invention or discovery. In the latter event, the investigator who has disclosed the results to the Committee may then take such steps as desired at personal expense.

The Patent Review Committee shall be appointed by the President and shall meet as often as matters require review. Each departmental chair shall be responsible for assuring that disclosures of any discoveries or inventions be made by the inventor or discoverer to the Committee.

Except for writings that pertain directly to inventions and discoveries of a patentable nature and writing done under contract with a third party, all rights to copyrightable material shall be reserved by the author, and arrangements for publication and copyrighting shall be left to the

individual writer. The University assigns to the dean of the college in which the writer is employed the responsibility for negotiating equitable terms covering writing done under contract and seeing that the University's responsibilities are fully carried out.

IX University of South Alabama Software Policy

The reproduction and use of computer software on University equipment or by University employees or students in pursuit of University business or instruction shall be in accordance with copyright law (as set forth in Title 17, United States Code) and the manufacturer's condition of sale. Specifically:

- 1 No University employee or student shall reproduce or allow the reproduction of software in violation of copyright law or the conditions of sale.
- 2 No University employee or student shall accept or use software which is not known to be provided in accordance with copyright law or conditions of sale.
- 3 It is the individual responsibility of each user to determine that his/her use of software is in accord with this policy.

The policy statement above summarizes the University regulations pertaining to microcomputer software use.

This policy applies to:

- 1 The use of copyrighted or licensed software by University departments and employees on University equipment.
- 2 The use of software purchased with University funds on non-University equipment.
- 3 The use of software for instructional purposes.



PART VIII

EQUAL OPPORTUNITY AND AFFIRMATIVE ACTION

POLICY AND PROCEDURES FOR FACULTY

I Introduction

The University of South Alabama's Affirmative Action Plan, implemented in September of 1973 and revised in March of 1975, is a detailed program designed to ensure the University's compliance with the Civil Rights Act of 1964 and the subsequent Executive Orders governing employment practices in various University programs. The University, from its inception, has been a signatory to the compliance provisions of the Civil Rights Act of 1964. All contractual relationships involving use of Federal funds and stipulatory conditions under the Civil Rights Law of 1964 and subsequent Executive Orders have been extended to and observed in all phases of the University's activities.

The policies and processes to be used by the University of South Alabama in action-oriented programs designed to insure equal employment opportunity/Affirmative Action are delineated in the succeeding sections of this Plan.

II University Policy of Equal Employment Opportunity

The University of South Alabama will insure equal opportunity in:

- *Recruitment
- *Job Placement and Compensation
- *Training
- *Promotions and Transfers
- *Layoff and Recall

These aspects of employment will be administered without regard to race, color, creed, sex, age, or national origin.

It is the responsibility of each member of the University community to implement the equal employment Affirmative Action Plan. However, those individuals who participate actively in recruitment, placement, promotion, and other crucial employment decisions have the primary responsibility for assuring non-discrimination in employment practices in the University. Individual initiative and leadership is encouraged as the best means for attaining the goals of the Affirmative Action Plan.

The University will work cooperatively with other educational institutions, with community organizations, with its contractors and suppliers, and with appropriate governmental agencies to promote equal employment opportunity and Affirmative Action

in the University and in organizations doing business with the University.

III Dissemination of Equal Employment Opportunity/Affirmative Action Policies

The University of South Alabama will seek to make its equal employment opportunity and Affirmative Action policies known widely within the institution and in the surrounding community. To accomplish this end, the following actions will be undertaken:

- *The equal employment opportunity and Affirmative Action policies will be communicated to all administrative personnel. In addition, the policies will be discussed with each prospective employee during the employment interview.
- *Policy statements on equal employment opportunity/Affirmative Action will be posted on all official University bulletin boards.
- *The University will make known its equal employment opportunity/Affirmative Action policies in the University newsletter and in appropriate student publications.
- *Two copies of the Affirmative Action Plan are on file in the Library for perusal.

IV Responsibility for Results

The primary responsibility for coordinating, monitoring, and evaluating the implementation of the Affirmative Action Plan for staff has been delegated to the Director, Personnel Relations, and for faculty, the Vice President for Academic Affairs.

Each administrator, dean, division/department head is responsible for maintaining a vigorous affirmative action program, and each is responsible for compliance with the Affirmative Action Plan and policies.

The specific responsibilities of line management shall include but not be limited to the following:

- *Assisting in the identification of problem areas and the establishment of employment goals and affirmative action objectives
- *Collecting and organizing data, including those necessary for auditing patterns of recruitment, employment, and promotion
- *Informing employees of employment opportunities within the institution and reviewing employee qualifications to insure that members of

minorities and women are given full opportunities for advancement.

The head of each department is responsible for compliance with affirmative action policies including those which apply to staff personnel. However, the Director of Personnel Relations has the major responsibility for assuring equal opportunity/Affirmative Action in employment for staff.

Every member of the University community, regardless of his or her position in the institution, will be expected to support equal employment opportunity and Affirmative Action through positive action. The goals of the plan will be attained only through broad commitment and participation by those in the University.

It is important for faculty, staff, and administrators to recognize that they have a responsibility for correcting inequities that have been created and reinforced over many years, and that the remedies require the achievement of change. Organizational strains will undoubtedly occur as the stresses of this change are met. The goals that are sought are worthy, reflecting the nation's promise of equality among its citizens; attainment of such goals ought to grow naturally out of an academic institution's commitment to individual worth and freedom.

V Goals and Objectives of Affirmative Action

Employment goals and objectives, reflecting not only quantity but quality of employment as well, represent the heart of an Affirmative Action Plan. The formulation of specific quantitative targets provides a focus for the creation and development of activities with true substance, and supplies the measures by which progress can be gauged. With this basic philosophy, it is essential that Affirmative Action objectives describe milestones which can be reached with reasonable effort, and over a time period for which planning and program development is meaningful. Consequently, the objectives of this Plan will not be arbitrary quotas, nor will they allow excessively long time-periods for attainment. At this stage of Affirmative Action, objectives that mirror any group's percentage in a general or specific population in the workforce, or which state "ultimate" employment levels, cannot be translated into effective short-run action.

Employment objectives, to fit within this framework, must be based upon thorough analysis of what is reasonably attainable for the institution at the time they are formulated. Such analysis is severely limited at present by the dearth of information concerning women and blacks eligible for employment in the faculty, in administration, and in the higher staff positions. To meet these current

constraints, the following steps will be taken:

*Short-run employment objectives will be based on current knowledge of personnel markets and upon an improved flow of information resulting from action oriented programs described in Section VI.

*Employment objectives will be based on more effective internal information acquisition and processing, and upon data obtained from clearing houses for information on minority and women professionals in higher education.

VI Action-Oriented Programs

The University will seek to attain its Affirmative Action objectives by means of action-oriented programs designed to accomplish specific tasks. The programs will concentrate on important problem areas that have been identified in evaluating past employment practices and affirmative action efforts. The Affirmative Action Office is pursuing action-oriented programs in the following areas:

*Recruitment and retention of black faculty, including an active recruitment process and graduate scholarship program for interested black candidates for faculty positions

*A plan for overcoming physical barriers for handicapped students

*A support system for handicapped students

*Development and implementation of policies and grievance procedures for sexual or racial grievances.

VII Evaluation of Program Effectiveness

The Affirmative Action program will be under constant review; periodic, extensive reviews of progress in accomplishment of the Plan will be performed semi-annually. Detailed personnel rosters will be analyzed and achievement will be related to the goals and objectives in the Plan. Where efforts or achievement are unsatisfactory, the responsible officials will be notified of the reviewers' findings and remedial actions will be formulated.

At year end, the results of each of the semi-annual reviews will be analyzed for the purpose of identifying elements to be incorporated in the Affirmative Action Plan. The Plan itself will be thoroughly reviewed at least once every two years.

VIII Support of Local and National Programs

The University will cooperate with and support local and national organizations dealing with equal opportunity/Affirmative Action. In this regard, the University is joining with other universities across the country in the support and development of information systems relating to employment of blacks and women in higher education. The University, however, reserves the right to evaluate the integrity, personnel and other pertinent aspects of such organizations to assure itself of similar aspirations, goals, and objectives prior to commitment to specific organizations.

PART IX

POLICIES AND PROCEDURES PERTAINING

TO THE COLLEGE OF MEDICINE



I. Introduction

The faculty of the College of Medicine are employees of the University of South Alabama and, therefore, are entitled to the rights, privileges, and fringe benefits which pertain to all University faculty members. Therefore, many of policy and procedure statements contained in the preceding parts of the Faculty Handbook also pertain to the faculty of the College of Medicine. However, the College of Medicine has, since its inception, evolved some policies and procedures which differ from those listed above, and those which apply only to the College of Medicine are included here. This is an effort to provide the faculty of the College of Medicine with a handbook which provides information relevant to their employment in the University of South Alabama in general as well as the College of Medicine specifically.

Bylaws of the Faculty Organization

Of

The University of South Alabama College of Medicine

Article I - Names

The names of the bodies constituted in this document shall be the Faculty Assembly and the Executive Council of The University of South Alabama College of Medicine, Mobile, Alabama.

Article II - Purposes and Responsibilities

Section I. Academic Affairs

It shall be the purpose and objective of the Assembly and the Executive Council to achieve and maintain levels of excellence in all aspects of medical education, research, and health service at The University of South Alabama College of Medicine. The Executive Council shall act as the principal policy-making and governing body of the Medical School subject to the Rules and Regulations of the Board of Trustees of The University of South Alabama. The Dean, as the administrative officer, is responsible for approval of and implementation of all policy decisions subject to the approval of the Vice-President for Medical Affairs. The Assembly and the Executive Council shall, in accordance with the powers delegated to the faculty by the Board of Trustees of The University of South Alabama, be responsible for:

- a. all matters pertaining to the curriculum and academic achievements and deficiencies;
- b. the promotion of studies and approval of candidates for certification for graduation;
- c. the establishment and maintenance of the optimum environment and opportunities for faculty development; and
- d. the admission process; admission to the College of Medicine is under the direction of the Committee on Admissions; this committee is considered to be an action committee and is charged with developing guidelines for admission based upon policies established by

the Board of Trustees.

Section II. Administrative Affairs

The members of the Executive Council shall exhibit an active interest in the progress and future of the Medical School and shall be responsible for active participation in major planning for the School of Medicine and the campus as a whole. They shall accept responsibility for performing those functions essential to the maintenance and conduct of programs of excellence in all activities of the school. Therefore, within the limitations of the Rules and Regulations of the Board of Trustees of the University of South Alabama they must:

- a. be consulted by the Dean on general administrative affairs of the Medical School and on matters pertaining to the future development of The University of South Alabama College of Medicine;
- b. serve on school committees and accept other responsibilities as deemed necessary and appropriate; and
- c. have the privilege of reviewing (and challenging) the functions of all administrative services within the institution that affect directly the teaching, research, and service activities of the medical faculty.

Section III. Student Affairs

Since the Medical School exists primarily as an education endeavor, the members of the Assembly and the Executive Council shall exhibit an active interest in student affairs.

- A. The Assembly and the Executive Council have responsibilities to establish and to maintain high standards of ethical, moral and personal conduct by the student body.
- B. Insofar as practical, and within the rules and regulations of the University and pertinent laws, the conduct and regulation of student activities, other than those relating to academic matters, shall be controlled by the students acting through

their own established organization constitution and rules.

- C. Consideration shall be given to appropriate student representation on committees and in various functions as defined by the faculty bodies.

Article III - Membership

Section I. Medical Faculty Assembly

The Assembly shall consist of all members of the active faculty of the Medical College holding the rank of Professor, Associate Professor, Assistant Professor and Instructor. Each member shall have one vote.

Section II. Council

The Executive Council shall consist of the Dean; the Associate Deans, not to exceed three in number; all chairs of academic departments of the Medical School and three at-large members elected by the faculty assembly for a term of three years, each with one vote. Any voting member may send a departmental representative to vote in his absence. The Assistant Deans, the Administrator of the University Medical Center, the Director of the Graduate Program, the President of the Health Services Foundation, and the Chair of the Assembly shall be ex-officio members of the Council. Unless otherwise entitled, they may not vote or second motions.

Article IV - Officers

Section I. Executive Council and Faculty Assembly

A. Chair

The Dean shall chair all sessions of the Executive Council. The Faculty Assembly shall elect to its own chair as described under Article VIII, and this person shall chair all its sessions.

B. Vice-Chair

1. There shall be a Vice-Chair of the Executive

Council to be elected annually by the Executive Committee from its membership according to the rules of Article VIII. It shall be the duty of that person to preside over meetings of the Executive Council in the absence of the Chair.

2. There shall be a Vice-Chair of the Assembly to be elected annually by the Assembly from its membership according to the rules of Article VIII. It shall be the duty of that person to preside over meetings of the Assembly in the absence of the Chair.

C. Secretary

1. There shall be a Secretary of the Executive Council to be elected annually by the Council from its membership according to the rules of Article VIII. It shall be the duty of that person to keep minutes of the meetings of the Assembly and to distribute notices of meetings and all necessary information for the Council to do its business.

2. There shall be a Secretary of the Assembly to be elected annually by the Assembly from its membership according to the rules of Article VIII. It shall be the duty of that person to keep minutes of the meetings of the Assembly and to distribute notices of meetings and all necessary information for the Assembly to do its business.

Article V - Committees

There shall be a committee on Committees composed of a Chair and four other members of the Assembly to be elected annually from its membership at the June meeting. Elected members of that committee shall serve two-year staggered terms. At no time shall there be more than one representative from a department on this committee. The function of this committee shall be to advise and consult with the Dean on the membership of committees reporting to him as outlined in Section II. The Dean will appoint members to the (latter) individual committees.

Section II. Standing Committees

1. There shall be the following standing action committees of the College of Medicine as described in Article V, Section I:

- A. Admissions Committee
- B. Animal Care and Use Committee
- C. Committee on Standards in the Conduct of Research
- D. Continuing Medical Education Committee
- E. Curriculum Committee
- F. Faculty Committee on Appointments, Promotions and Evaluations
- G. Faculty/Student Liaison Committee
- H. Patent Committee
- I. Protection of Human Subjects Committee
- J. Research Advisory Committee
- K. Student Evaluation and Promotion Committee
- L. Student Research Committee
- M. Space Assignment Committee

2. There shall be representation on standing committees of the University.

- A. Biohazards Committee
- B. Radiation Safety Committee

3. There shall be representation on the Faculty Senate of the University as specified by that body elected by the Assembly for three year terms.

Section III. Committee Membership

A. The members of the standing committees shall be appointed as described in Article V, Section I. Committee membership is restricted to members of the Assembly, regularly enrolled Medical Students and, in special cases, others who may be invited to serve.

B. The term of service by voting members of standing committees generally should not exceed three years.

C. If Ad Hoc Committees are created, appointment shall be by the Dean. The committees shall not exist beyond the academic year in which appointed unless specifically appointed for a longer period.

D. Committee chairs, on request, shall submit a written report to the Chair of the Assembly.

Article VI - Jurisdiction

Section I. Jurisdiction

The Executive Council and the Assembly shall consider all matters that affect directly or indirectly the ability of the faculty to carry out their program of teaching, research and patient care in the medical school. The Executive Council shall consider any matters referred to it by the Assembly, the Dean, the Vice-President for Medical Affairs, the President, or the Board of Trustees. It may submit recommendations on any matters affecting the interests of the medical school to the Dean for action or transmittal to the President and Board of Trustees.

Section II. Protests of Executive Council Action

After each monthly report of the Executive Council, members of the Assembly may submit individually signed protests concerning Council action. If such protests concerning any given item are received from at least 20 percent of the Assembly, the Chair must present the protested item for reconsideration by the Council at the next regularly scheduled meeting.

Section III. Repeal of Executive Committee

In the event that protests of Council action by the members of the Assembly have led to a reconsideration of the action by the Committee and in the event that further protests are made by 50 percent or more members of the Assembly, the protested item must be presented by the Chair at a special meeting of the Assembly. In this special case, it shall be the prerogative of the Assembly to affirm, modify, or rescind the previous Council action by a three-fourths vote of the entire Assembly membership.

Article VII - Meetings

Section I. Regular Meetings

A. A regular meeting of the Executive Council ordinarily will be held each month of the year. Council members may submit items for the agenda up to three days prior to the next meetings.

B. A regular meeting of the Assembly should be held twice yearly, fall and spring. Written notice with the agenda of the meeting of the Assembly shall be sent to the membership by the Chair one week in advance of the meeting. Assembly members may submit items for the agenda up to two weeks prior to the meeting of the Assembly.

Section II. Special Meetings

A. A special meeting of the Executive Council may be called by the Chair, or upon request in writing from four members of the Council of 25 percent of the Assembly. Written notice and agenda will be consistent with the urgency of the problem.

B. A special meeting of the Assembly shall be called:

- (a) at the direction of the Executive Council;
- (b) upon request from the Dean;
- (c) upon request of 10 percent or more members of the Assembly.

Written notice of such special meetings with agenda shall be sent to all members one week in advance of the meeting.

Section III. Quorum

A majority of the voting membership of the Executive Council shall constitute a quorum for the transaction of its business. Twenty-five percent of the listed membership of the Faculty Assembly shall constitute a quorum for the transaction of its business.

Section IV. Rules of Procedure

Robert's Rules of Order (Revised) shall govern the conduct of all meetings. The secretary shall act as the Parliamentarian.

Section V. Records and Reports

A full set of minutes of each meeting of the Executive Council and Assembly shall be recorded and a copy sent to the Dean of the Medical School for permanent filing. A copy of the minutes of a meeting shall be made available to any Assembly member on request.

Article VIII - Elections of Faculty Assembly Officers

The faculty assembly officers (President, Vice-President, and Secretary) shall be elected at each fall meeting for one-year terms (September 1 to August 31). A list of candidates will be formed by:

- (1) a nominating petition signed by five assembly members;
- (2) nominations from the floor.

Election to office will require a majority of the members present and voting. Voting will be by secret ballot.

Article IX - Revision of the Bylaws

Revision of the bylaws shall require agreement by two-thirds majority of the entire Assembly.

Policy for Granting of Tenure

1. Professors and Associate Professors holding tenure at other institutions may receive tenure when appointed to the faculty of the University of South Alabama College of Medicine.
2. Individuals recruited from outside this institution at the rank of Professor or Associate Professor who are not appointed with tenure should be considered for tenure after probationary periods of 4 and 5 years, respectively.
3. Tenure for Faculty promoted from within the University of South Alabama to the rank of Associate Professor will be considered after a three-year probationary period as Associate Professor provided that the total duration of non-tenured appointment at the University of South Alabama does not exceed seven years. If prior appointments at the University of South Alabama exceeded four years, the length of service as Associate Professor before tenure eligibility will be reduced so that the total non-tenured appointment does not exceed seven years.
4. Instructors and Assistant Professors will never be eligible for tenured appointments.
5. Instructors and Assistant Professors must be recommended for promotion to the rank of Associate Professor prior to the end of the seventh year of service in the College of Medicine, University of South Alabama. A recommendation relating to tenure for such individual must accompany the promotion recommendation.
6. Credit for previous full-time service at other Colleges of Medicine may be granted up to a maximum of three years. If credit is granted, the number of years will be designated in the letter of appointment.
7. Permanent or continuous tenure is granted on September 1st closest to the date of initial appointment and following the satisfactory completion of a period of probationary service as a full-time member of the University of South Alabama faculty.
8. Tenure acquisition requires specific procedures and approvals. It is never automatic, regardless of the number of years in service.
9. Notice of non-reappointment will be given on or before September 1st, during or at the end of the probationary

- period. In such instance of non-reappointment, the period of non-tenure service is extended one additional year, which year is the terminal year of appointment. Therefore, for an individual who is non-reappointed at the end of his/her probationary period, the period of probation is extended one year to provide one year notice of non-reappointment.
10. The recommendation for tenure originates with the departmental chair. Following action of the departmental chair, further processing involves the Faculty Committee on Appointments, Promotions and Evaluations, Dean of the College of Medicine and the Vice-President for Medical Affairs, if such position exists. Final administrative action is taken by the President of the University, who submits the recommendation to the Board of Trustees. Tenure is granted only by the Board.
 11. Time spent on leave does not count toward the required probationary period. Prior service at the University of South Alabama does so count.
 12. Where this tenure policy differs from the 1940 Statement of Principles on Tenure, this policy will supersede the 1940 Statement.

