

SHEPHERD UNIVERSITY

Faculty Handbook



2023-2024

A Handbook for Faculty
and
Academic Administrators

Updated August 17, 2023

Handbook for Faculty and Academic Administrators

The [Faculty Handbook](#) is intended to serve as an orientation resource for new faculty members and as an ongoing reference guide for current faculty members and academic administrators. It provides information about Shepherd University and the conditions of employment, benefits, and policies that are essential to the faculty experience. These policies are intended to support our faculty, who are an innovative, collaborative, and diverse group of scholars and educators.

The entire Handbook including policies and other content is available through the [Faculty Affairs](#) webpage. Hyperlinks indicated by [blue](#) and [underlined](#) words have been provided, wherever possible, for access to full policies, forms, and other valuable resources.

Shepherd University embraces its mission as a public liberal arts university and welcomes a diverse community of learners, with Shepherd as a gateway to a world of opportunities and ideas. Our core values of learning, engagement, integrity, accessibility, and community shape our students' educational experience and prepare our students to be contributing citizens globally, in their communities and professions.

We intend for this Handbook to help each faculty member and academic administrator find and make use of the many opportunities and supportive programs the University offers.

With best wishes for a successful year!

Updates for the 2023-2024 Handbook are:

- Updated organizational changes and associated job descriptions – approved by BoG.
- Updated Distinguished Faculty description, criteria, and process – approved by BoG.
- Promotion and Tenure section updated and clarified – approved by BoG.
- Updated accessibility statements.



Robert Tudor, DMA

Interim Provost & Vice President for Academic Affairs

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Preface

The Shepherd University Faculty Handbook is intended to provide general guidance for meeting the institution's expectations of the faculty. Some specific information on rights, privileges, security, benefits, opportunities, and responsibilities has been included. It is hoped that the Handbook will enable the faculty and academic administrators to fulfill their professional role with confidence and consistency. The Handbook is not a legal document.

This Faculty Handbook is effective August 17, 2023. The policies and provisions herein are subject to modification at any time. Updates with revisions of policy text will be distributed as necessary and appropriate throughout the academic year, if possible, as well as in future years.

1. Organizational Governance and Management

Charter as a Public Institution

Incorporated as a private college in 1871, Shepherd University was designated as a state institution by the West Virginia Legislature in 1872. Since its inception, the University has continuously served the State and region as a public, coeducational undergraduate institution.

The University is approved to award eight distinct degrees at the baccalaureate level. Degrees awarded are Bachelor of Arts, Bachelor of Science, Bachelor of Arts in Secondary Education, Bachelor of Arts in Elementary Education, Bachelor of Fine Arts, Bachelor of Music in Performance, Bachelor of Science in Nursing, Bachelor of Social Work, and Regents Bachelor of Arts.

In addition, the University is approved to award a Master of Arts Degree in Curriculum and Instruction, a Master of Arts in Appalachian Studies, a Master of Arts in College Student Development and Administration, a Master of Arts in Teaching, Master of Business Administration, a Master of Science in Data Analytics and Information Systems, and a Doctor of Nursing Practice.

The University is fully accredited by the Higher Learning Commission. Specialized program accreditations are held from the American Society for Biochemistry and Molecular Biology (ASBMB), Council for the Accreditation of Educator Preparation (CAEP), Commission on Collegiate Nursing (CCNE), the Council on Social Work Education, National Association of Schools of Music (NASM), International Assembly for Collegiate Business Education (IACBE), National Recreation and Park Association (NRPA) Council on Accreditation of Parks, Recreation, Tourism, and Related Professions (COAPRT), the West Virginia Board of Examiners for Registered Professional Nurses (WVBOERN), and the National Council for State Authorization Reciprocity Agreements.

Historical Highlights

Chronology

- 1871** Shepherd College was chartered as a private college, September 2. The present McMurran Hall housed the first classes and administration.
- 1872** West Virginia State Legislature established Shepherd College as a state normal school, February 27. Joseph McMurran, who is considered the founder of Shepherd College, was the first chief administrative officer of the College.
- 1889** Reynolds Hall was constructed adjoining McMurran Hall.
- 1918** Thomas C. Miller became the ninth President of the College.
- 1920** Dr. W. H. S. White became the tenth President of the College.
- 1930** Shepherd State Normal School was authorized as a four-year college with the authority to award degrees.

- 1931** Eighteen graduates received the first degrees granted by the College. The State Legislature changed the institution's name to *Shepherd State Teachers College*.
- 1943** Approval was given to return the institution's name to Shepherd College and to broaden the curriculum.
- 1947** Dr. Oliver S. Ikenberry became the eleventh President.
- 1949** Authority was granted to award the Bachelor of Science degree.
- 1950** North Central Association of Colleges and Secondary Schools accredited the College for the first time.
- 1953** Teacher education programs were accredited by the American Association of Colleges for Teacher Education.
- 1954** Successful racial integration of the student body was accomplished.
- Accreditation from the National Council for Accreditation of Teacher Education was earned.
- 1955** The West Virginia Athletic Conference Football Championship was won for the first time as the football team completed an undefeated season.
- 1968** Dr. James A. Butcher became the twelfth President.
- 1969** The West Virginia Board of Regents was established as the governing agency for public higher education.
- 1989** Michael P. Riccards became the thirteenth President.
- 1996** David L. Dunlop became the fourteenth President.
- 2003** The College began its first free-standing graduate program, a Master of Arts in Curriculum and Instruction.
- 2004** Shepherd College became Shepherd University. The Community and Technical College became an independent higher education institution.
- 2005** The University added master's programs in Business Administration, Music, and Teaching.
- 2006** The University added a master's program in College Student Development and Administration

- 2007** Dr. Suzanne Shipley became the fifteenth President of Shepherd University.
- 2013** Shepherd University opens a satellite campus in Martinsburg to serve adult learners.
- 2015** Shepherd University offers its first certificate at the graduate level in Appalachian Studies.
- Shepherd University offers its first doctoral program, the Doctor of Nursing Practice.
- Shepherd University offers a Bachelor of Music in Performance degree.
- 2016** Dr. Mary J.C. Hendrix became the sixteenth President of Shepherd University.
- 2017** Shepherd University added three graduate certificates: Health Administration, Public Management, and Sport Management.
- 2018** Shepherd University added its first Master of Science in Data Analytics and Information Systems degree.
- 2019** Shepherd University added a master's program in Appalachian Studies
- 2020** Shepherd University received approval from the Higher Learning Commission for Distance Education degrees. Master of Arts in Curriculum & Instruction converted to first online degree.
- Shepherd University added a Bachelor of Arts in Criminal Justice.
- Shepherd University added two graduate certificates: Foundations in Higher Education and Management Information Systems.
- 2021** Shepherd University added two post-graduate certificates: Family Nurse Practitioner and Psychiatric Mental Health Nurse Practitioner.
- Shepherd University added a Bachelor of Arts/Bachelor of Science in Appalachian Studies and Bachelor of Science in Nutrition
- 2022** The Higher Learning Commission re-accredited the University for the maximum period of ten years.

Shepherd University Mission, Vision, and Core Values

Mission Statement

Shepherd University is a premier public university, grounded in the liberal arts and sciences, that prepares students for lifelong learning and success in their chosen pursuits and serves as a hub for academic, cultural, and economic opportunity.

Vision Statement

Shepherd University will be a first-choice academic home with high-quality and innovative programs that position our diverse community of students and alumni for success as global citizens and leaders.

Core Values

Learning. Shepherd University is home to a community of learners who use scholarship, critical thinking, and curiosity to make meaningful contributions to the university and the world. Through rigorous coursework, experiential learning, and mentorship, we teach our students to lead by example. As a university, we serve our community and forge new paths in higher education.

Engagement. Shepherd University encourages students, faculty, staff, and members of the community to engage with diverse people, experiences, beliefs, and ideas, which promote critical analysis, intercultural competence, and self-expression. Exploration of intellectual, creative, service, athletic, and leisure pursuits is encouraged, having a cascading effect on the well-being of the participants, the campus community, the surrounding region, and the world.

Integrity. Shepherd University strives for an environment of honesty and fairness. University officials seek input from students, faculty, and staff in making informed and objective decisions that benefit the campus community. We expect all members of our community to act with integrity, respect, accountability, and honesty.

Accessibility. Shepherd University, in its commitment to respect and inclusion, strives to create a fully accessible campus. University governance and budgeting structures reflect our commitment to providing affordable educational programs and facilities through transparent, equitable processes and public access to information.

Service. Shepherd University sees itself as an integral part of its community, and we prioritize giving our time and talent to a variety of worthy initiatives. Besides providing service opportunities campus wide, we encourage our campus community to volunteer for the causes that are important to them.

Community. Shepherd University fosters a community built on respect, support, and the celebration of our similarities and differences. We embrace diversity of thought and identification and strive to create a safe environment where everyone is welcome. Our commitment to equity and inclusion is reflected in all we do. We treasure our ties to Shepherdstown and our surrounding communities, where we prioritize service, stewardship, and citizenship. (Updated 2023)

Statements of Philosophy

The President's Leadership Philosophy

Shepherd University today reflects a rich history of shared governance. The University, as a thriving community of learners and creators of knowledge, illustrates the benefits of inclusive decision-making. Today, the Board of Governors, the faculty, the classified and non-classified staff, and the students all contribute to the positive working and learning environment that is Shepherd University. The university

president safeguards this environment through collaboration and a leadership approach that is respectful of the individuals who comprise the Shepherd University family. The president recognizes and protects the importance of placing the needs of the university before individual or programmatic priorities.

The president's role is strengthened by timely notice of key issues and open communication about matters pertaining to the university. Once major issues or requests have been clearly articulated, the executive staff is delegated the authority to respond as appropriate. Through continuous consultation and civil communication, ongoing issues may be addressed in a timely and responsive manner. In instances where governance policy has not been established, the president will seek the counsel of appropriate persons and groups. In appeals of such policy or processes, the president acts as final arbitrator.

Each individual faculty member, employee, and student contributes to a successful learning and working environment at Shepherd University. Students are guided by faculty and staff to attain their fullest personal and intellectual development, just as faculty and staff can achieve their fullest development in a working environment that is welcoming and enriching. The Shepherd University president safeguards and promotes these important processes and relationships, thus supporting and embracing Shepherd's progress toward its fullest potential. (Updated 2022)

The University's Academic Philosophy

The Faculty of Shepherd University are committed to:

- facilitating the acquisition of knowledge of human cultures and the physical and natural world,
- fostering the development of intellectual and practical skills and a sense of personal and social responsibilities,
- providing opportunities for integrative learning
- respecting the dignity and value of all individuals,
- providing all qualified learners the opportunity to pursue a college education
- encouraging and aiding students to understand and seek their highest development,
- facilitating a cooperative and democratic process, and
- valuing the complete freedom to search for and to reach the truth without restraint.

In support of these values, the faculty work together to create an academic community in which students:

- search for truth,
- develop an understanding of science and the scientific method,
- improve skills in oral and written communication,
- acquire and integrate knowledge,
- develop analytical and critical thinking,
- cultivate creative activity,
- develop an understanding and appreciation of literature, music, art, and culture,

- develop needed competencies and skills in a chosen vocation, occupation, or profession,
- develop wholly building mental health and a sound body. (Updated 2022)

A. Organizational Governance

The Board of Governors

Established by Statute effective July 1, 2001, the Shepherd University Board of Governors is responsible for the control, supervision and management of the financial, business, and education policies and affairs of the University. Subject to the advice and consent of the Policy Commission, the Board selects the President of the University, who serves at its pleasure. The Board is composed of one student, one faculty, and one staff, each elected by their constituencies, and by nine appointees of the Governor.

The President

The President of the University is ultimately responsible for the governance of the institution. The President is empowered by the Board of Governors to control and direct the formulation and administration of institutional policies and is assigned the responsibility to act as the Board's representative in carrying out delegated tasks. In addition, the President is responsible for the effective operation of the University assuring compliance with the Board of Governors' policies and State and Federal laws.

The President establishes internal policies to provide action guidelines for all members of the campus community directing the activities of the total institution toward common goals. In formulating institutional policy, the President seeks to involve those members of the campus community who will be most directly affected by the policy and those to whom responsibility for administration of the policy has been delegated. Policies are effective upon authorization by the President.

The President expects major administrators to recommend policy and performance guidelines in their respective functional areas. In the development of policies, the President seeks the advice of major administrators who will be responsible for overseeing the implementation of the policy, as well as the campus community. Recommendations regarding the administration of a policy afford the President information on the impact of the policy on the resources of the institution.

Institutional Affiliates

The Foundation

Incorporated in 1965, the Shepherd University Foundation was established to provide Shepherd with a means of developing a viable, fiscal relationship with the graduates and friends of the University. The primary purpose of the Foundation is to add to, strengthen and further, in every proper and useful way, the work and service of Shepherd University. The corporation is authorized to accept, hold, administer, invest, and disburse funds and property in order to achieve its objectives.

The Alumni Association

Incorporated in 1984, the Shepherd University Alumni Association exists to provide aid, support, and assistance to Shepherd University, its educational programs, alumni, students, and faculty. As the primary agent for communication with the University's alumni, the Association develops and disseminates a variety of publications concerning its activities and purposes. In order to achieve its chartered objectives, the association solicits, receives and administers donations, contributions and endowments. It also collects membership dues.

B. Management and Administration

President

As chief executive officer of Shepherd University, the President is empowered by the Board of Governors and charged with the following duties:

- Ultimate responsibility for total institutional governance and administration.
- Implementation of all Board of Governors' policies and regulations, as well as state and federal laws.
- Leadership for the immediate future and long-range development of the University to meet future needs.
- Selection of all instructional and administrative staff.
- Employment, promotion, demotion, and dismissal of all members of the faculty, administration, and staff, stipulating salary and other personnel considerations.
- Preparation and administration of the annual budget of the University.
- Representation of the University to its constituencies, to the general public, and in educational groups.
- Direction of the public relations activities of the University and interpretation of the University program to the community.
- Compilation and distribution of reports to the Board of Governors to the accrediting agencies, and to the constituencies of the University.
- Promotion of the activities of the Shepherd University Foundation and the Alumni Association.
- Codification and publication of institutional policies in an administrative manual.

In implementing these responsibilities, the President delegates to major administrators, specific authority for the management of the administrative divisions of the University. Each major administrator serves as chief advisor to the President in matters of policy for the units within the assigned division.

Provost/Vice President of Academic Affairs

As chief academic officer, the Provost/VPAA has ultimate supervisory responsibility for the College of Arts, Humanities and Social Sciences, the College of Business, Recreation, and Education, the College of Science, Technology, Engineering, Mathematics and Nursing, the School of Graduate and Professional Studies, the Scarborough Library, and the offices of Faculty Affairs, Strategic Partnerships and Institutional Effectiveness, and Student Academic Enrichment. The Provost/VPAA is responsible to the

President for the direction of the instructional program of the University including the following specific duties:

- Formulation of educational policies and presentation of them to the President and faculty for consideration.
- Communication with faculty concerning new developments or trends in educational thought and practice particularly those which impact higher education.
- Supervision of faculty curriculums, courses, and methods of instruction at all locations, times, and academic terms.
- Recommendation to the President for the employment, promotion, demotion, or dismissal of members of the faculty.
- Supervision of all academic officers either directly or indirectly.
- Coordination of studies for accrediting agencies.
- Formulation of schedule of courses and final examinations for each semester and summer session.
- Assistance in editing the University catalog.
- Selection and installation of McMurrin Scholars in accord with faculty recommendations.
- Liaison with public school personnel in the eight-county service area.
- Implementation of academic policies and procedures such as those on absence, student grade appeal, probation, and suspension.
- Study of the progress and academic welfare of students.
- Submission of reports on the status of the instructional program to the President and to the faculty.
- Representation of the University at meetings of educational associations.
- Acting for the President in his or her absence.
- Performance of other assignments as requested by the President.

Other Direct Reports to the President

- Vice President for Finance and Administration
- Vice President for Student Affairs
- Vice President for Enrollment Management
- Vice President for Athletics
- Associate Vice President for Diversity, Equity, and Inclusion
- General Counsel
- Executive Director for University Communications
- Executive Vice President for Shepherd University Foundation

Associate Provost for Faculty Affairs

The Associate Provost for Faculty Affairs serves as a resource for the professional life of a faculty including but not limited to recruitment, onboarding, professional development, leadership, promotion/tenure, accomplishments, and retirement. Provides strong leadership to advance professional excellence in teaching, research, and service and is committed to diversity, inclusion, and faculty belonging. Partners with other members of the Provost's leadership team to review policies and procedures that impact faculty. The Associate Provost works closely with Human Resources to attract and retain strong talent.

Supervision and Staff Management

- Supervise, mentor, and evaluate direct reports.
 - Director, Teaching and Learning
 - Instructional Designer
 - Instructional Technologist, Brightspace
 - Director, Study Abroad
 - Director, Martinsburg Center
 - Director, Continuing Education and Lifelong Learning
 - Coordinator, Graduate Studies

Administrative Responsibilities

- Work closely with College Deans and Human Resources for all Academic Affairs searches. Assist chairs/directors with search processes; offer letter and budget oversight and ensure equity in recruitment process.
- Coordinate faculty appointments and reappointments.
- Provide oversight and direction for all new faculty orientation – full-time and adjunct.
- Develop and coordinate a faculty mentoring program consistent with the mission and vision of Shepherd University.
- Oversee the Center for Faculty Excellence.
- Provide internal professional development for the Center for Faculty Excellence in areas of teaching, research, scholarship, mentoring, and leadership for faculty and administrative leadership, and inform and advise faculty of those opportunities. Develop and promote faculty engagement initiatives and activities.
- Serve as Provost liaison for Faculty Senate committees: sabbaticals, professional development stipend grants, release/reassignment, faculty research forum, and scholarships and awards. Execute recommendations of the Professional Development Committee.
- Receive and respond to leave of absences on behalf of the Provost.
- Promote faculty accomplishments university-wide and externally.
- Coordinate faculty recognition events and faculty awards and serve as liaison for Mentzer Award.
- Coordinate the WV Professor of the year process.
- Coordinate nominations associated with Distinguished Professor, Master Faculty, and emeritus status.
- Manage the promotion and tenure calendar and processes. Serve as system administrator for Interfolio. Advise the Provost regularly on promotion and tenure matters.
- Coordinate faculty merit process (with faculty chair).
- Conduct all faculty exit interviews.
- Coordinate the annual review of the Faculty Handbook and Academic Catalog.
- Manage faculty conflict resolution confidentially.
- Coordinate the review and development of policies and procedures involving faculty and inform the President and Provost accordingly.

- Provide support for the University's diversity initiatives including required Title IX and respect content training of Academic Affairs faculty and staff.
- Serve on Calendar and Diversity and Equity committees as designated by the Provost.

Budget Responsibilities

- Develop and maintain the budget for faculty affairs, the Center for Faculty Excellence (instructional technology, Brightspace, Interfolio, Anthology Course Evaluations) in coordination with Budget and Finance.
- Review teaching load analysis and provide reports to the Provost each semester.

Curricular Responsibilities

- Review the University schedule of course offerings in conjunction with College Deans and Registrar.
- Provide recommendations for efficiencies to Provost and College Deans.
- Coordinate Anthology student course evaluation cycles for fall, spring, and summer. Serve as system administrator for Anthology Course Evaluation.
- Coordinate annual review of academic policies and procedures of the University Catalog.

Facilities Responsibilities

- Serve on Facilities Building Managers Committee as designated by the Provost.
- Develop and implement a 5-year classroom action and improvement plan.
- Conduct annual needs analysis of all academic spaces and create a prioritized master list of actions to be completed.
- In conjunction with Facilities, improve physical learning environments by addressing regular upkeep, renewal, and renovation of all academic spaces. Work closely with other academic leadership to prioritize issues and spaces.
- Develop and maintain a comprehensive list of all academic instructional and non-instructional spaces to include capacity analysis.
- Work with facilities to ensure classroom cleanliness for the start of each academic semester.

Perform other duties assigned by the Provost/VPAA.

Assistant Vice President for Strategic Planning, Partnerships, & Institutional Effectiveness

The Assistant Vice President for Academic Affairs: Strategic Planning, Partnerships, and Institutional Effectiveness provides leadership to focus on strategic planning, finite strategic initiatives, and institutional effectiveness, with an emphasis on academic planning and building collaborative external relationships that generate revenue. The Office of SPPIE will coordinate ongoing University efforts and provide leadership and vision in advancing key revenue-generating initiatives for Shepherd University.

Administrative Responsibilities

- As accreditation liaison officer, oversee and coordinate activities affiliated with ongoing University-level accreditation efforts. Collaborate with deans, chairs, directors, and faculty responsible for specialized program accreditations.

- Serve as an institutional contact to the National Council-State Authorization Reciprocity Agreement (NC-SARA) and the West Virginia Higher Education Policy Commission (WV-HEPC).
- Coordinate the Shepherd University academic program planning process and the program review process. Responsible for the reports that will be provided to the Provost/VPAA, the President, the Board of Governors, and the West Virginia Higher Education Policy Commission.

Programming Responsibilities

- Grow graduate programs and strategic curricular development, including new workforce-demand undergraduate programs and new instructional modalities.
- Increase and collaboratively oversee creation of pathway agreements (e.g., 2+2, 2+2+1, 3+2), transfer, and articulation agreements with community colleges within the region.
- Work collaboratively with academic and administrative units to guide the strategic direction for distance education at the undergraduate and graduate levels.
- Serve on select committees related to the oversight and enhancement of online programs, including the Extended Learning Integrity Committee.

Strategic Planning and Revenue Generation Responsibilities

- Collaborate with key leaders to implement the University's Strategic Plan and to translate the University's Strategic Plan into the comprehensive fundraising campaign.
- Develop online third-party cost and revenue-sharing collaborations in conjunction with the Vice President for Finance and Administration and the Vice President for Enrollment Management.

Supervision and Staff Management

- Supervise, mentor, and evaluate the Director of Assessment
- Facilitate faculty involvement in instruction and mentoring for the Dual Enrollment and RBA Programs, in collaboration with the programmatic efforts of Enrollment Management, in addition to working in partnership with Student Academic Enrichment to facilitate the efforts of the Director of Students in Transition.

Perform other duties assigned by the Provost/VPAA.

Associate Dean, Student Academic Enrichment

The Associate Dean, Student Academic Enrichment serves as a member of the Office of the Provost and is directly responsible to the Provost/Vice President for Academic Affairs. The Associate Dean provides support for the operations primarily focused on student academic support and enrichment. The Center for Student Academic Enrichment (CSAE) plays a central role in the academic mission of Shepherd University. The Associate Dean of Student Academic Enrichment is charged with developing, implementing, and fostering an integrated and seamless pipeline of students from recruitment and onboarding through retention, persistence, and graduation. The Associate Dean is expected to provide collaborative leadership, vision, and strategic direction for the directors in the CSAE so they can contribute in substantive ways to the institution's strategic goals, including increasing retention, increasing graduation rates, and closing the achievement gap. The Associate Dean will work with directors to implement and regularly evaluate cohesive and extensive programming to support student success within and across units in the CSAE. The Associate Dean plays a key role in establishing an inclusive and engaging environment within the CSAE and supports campus-wide collaboration for the betterment of all students.

Supervision and Staff Management

- Supervise, mentor, and evaluate Direct Reports.
 - Director of Academic Support
 - Director of Students in Transition, FYEX, and Common Reading
 - Director of Career Services
 - Director of Academic Advising
 - Administrative Assistant
- Collaborate with the Director of TRIO Student Support Services

Administrative Responsibilities

- Provide leadership for the development of programs, strategies, and activities that encourage and foster innovation in the support of student success and retention.
- Ensure growth and advancement in reputation of the Center for Student Academic Enrichment.
- Ensure the continuation of best practices in advising.
- Advance early college access initiatives.
- Advance student retention initiatives.
- Communicate and advocate for best practices for student academic and career development.
- Conduct regular analysis of, and make recommendations regarding, effective methods of service delivery and workflow in the CSAE to better support student success and retention.
- Enhance collaboration of offices and program delivery to expand outreach and access to all students.
- Participate with directors in regular planning and evidence-based evaluation of programs and services.
- Provide leadership in strategic planning and financial resource planning by evaluating and establishing goals, priorities, and programmatic objectives in alignment with the University's academic mission and Strategic Plan.
- Supervise budget activities of direct report units to ensure the appropriate use of funds and adherence to institutional and state policies, and guide directors in budget-building processes.
- Engage directors in consistent participation in professional development opportunities to keep the units up to date on best practices.
- Work with directors and other campus constituents to provide a regular review of, and updates to, academic policies.
- Meet with College Deans and academic Department Chairs/School Directors to ensure collaboration and integration of CSAE programmatic activities with academic programs.
- Ensure that the values of equity and inclusion are present in all student success and retention efforts to best support student success and retention.
- Work with directors to access external funding through grants applications, and work with the SU Foundation in support of students.
- Responsible for summer registration and advising model. Strategic assessment of programs and services.
- Serve as a liaison with Enrollment Management regarding recruitment of new and transfer students including International Students.
- Oversight for First Year and Senior Year Experiences. Ongoing assessment and development of the programs.
- Oversight of internships, cooperative education, and experiential education.
- Manage data collection of undergraduate and graduate alum on graduate school attendance and job placement.

- Manage student exit surveys with Enrollment Management.
- Coordinate with Director of Academic Advising the faculty advisor training and certification.
- Manage administration, analysis, and goal setting of NSSE. Work other units to disseminate and process results.
- Assist with administration, analysis, and goal setting of advising survey.
- Serve as liaison with Deans regarding professional Academic Advisors.
- Serve as primary liaison to Registrar regarding DegreeWorks.
- Other duties as assigned by Provost.

Curricular Responsibilities

- Review University schedule of course offerings in conjunction with, college dean, registrar, VP of Enrollment and VP of Finance.
- Provide recommendations for efficiencies to Provost and college deans for consideration.
- Coordinate annual review of academic policies and procedures of the university catalog.

Perform other duties assigned by the Provost/VPAA.

College Dean

The College Dean provides leadership for faculty and ensures an effective environment for learning and scholarship. In the spirit of cooperative and collegial governance, College Deans may delegate responsibilities. A College Dean (1) is an administrator appointed by and serving at the will and pleasure of the President, (2) holds faculty rank and tenure, and (3) will normally have a teaching load per semester of three credit hours. The College Dean is responsible to the Provost/Vice President of Academic Affairs for the direction of the instructional program of the University including the following specific duties:

Supervision and Staff Management

- Supervise, mentor, and evaluate Department Chairs and School Directors.
- Supervise, mentor, and evaluate College administrative staff.
- Supervise, mentor, and evaluate College faculty. Make recommendations concerning retention, promotion, tenure, and salary. Discuss pre-tenure, promotion, and/or processes with tenure-track faculty regularly.
- Maintain personnel records of faculty and staff.
- Promote faculty development – internal and external opportunities including graduate study.
- Ensure a quality program of student advising.
- Recruit full-time and part-time faculty.
- Uphold University grievance policies.

Administrative and Budget Responsibilities

- Conduct regular College faculty meetings.
- Coordinate and supervise external accreditation reviews and Board of Governors program reviews.
- Provide College participation in open house, registration, and other student recruitment activities. Provide College representation at special events.
- Evaluate transcripts of transfer students.

- Promote professional and community outreach projects and activities.
- Provide information and reports as requested by the Provost/VPAA.
- Uphold and manage grade appeal and grievance policies.
- Promote College programs, faculty accomplishments, and department/school activities, working particularly with University Communications.
- Collect and maintain data for assessment of students, graduates, and academic programs.
- Develop an annual budget for the College and administer the allocated budget according to institutional guidelines.
- Approve all College purchase orders, personnel action requests, recommendations for hiring part-time faculty, travel request, vehicle requests, and work orders.
- Ensure that office and educational supplies and equipment are available when needed.
- Responsible for the development of external funding through grants, corporate sponsors and other donors, as well as the development of external partnerships such as articulation agreements, and pathways to professional schools (for example).

Curricular Responsibilities

- Review periodically curricula for program improvement.
- Approve the College's schedule of course offerings.
- Provide leadership in developing new curricula and programs.
- Prepare catalog material and review copy for new editions of the catalog.
- Promote effective use of appropriate technology in programs and instruction.

Perform other duties assigned by the Provost/VPAA.

Associate Dean

Under the direction of the College Dean, the Associate Dean works under broad, administrative direction with significant responsibility in acting as a liaison between the Dean and the academic departments. The Associate Dean (1) is an administrator appointed by and serving at the will and pleasure of the president and supervised by the Dean, (2) holds faculty rank and tenure, and (3) will normally have a teaching load per semester of six credit hours. Per the candidate's qualifications, responsibilities may include oversight for strategic planning, organizing, and managing the unit's resources, outreach/admissions, curricular development, assistance with program and accreditation reviews, evaluations, and student-faculty issues such as grade appeals or grievances. The Associate Dean, in cooperation with the Dean responds to inquiries from academic departments, educational institutions, other campus departments, the community, and/or external agencies.

Supervision and Staff Management

- Assist in organizing and managing faculty searches.
- Assist in hiring and management of adjunct faculty. Recommend adjunct faculty to the Dean for approval.

Administrative and Budget Responsibilities

- Work as a member of leadership for the College.
- Coordinate with the Dean, staff, and faculty to achieve strategic goals including increased retention rates in undergraduate programs.
- Assist in ongoing accreditation with appropriate chairs/directors including coordination of activities and report writing.
- Periodically review College website to ensure accuracy and currency of information.
- Participate in student recruitment for the College.
- Represent the Dean as designee at various meetings.

Curricular Responsibilities

- Recommend overloads to the Dean for approval.
- Review curriculum with departments as necessary.
- Work closely with chairs/directors and faculty on teaching assignments and schedules within departments and across the College.
- Coordinate with the Dean the assurance of learning, assessment, and curricular development processes appropriate with accreditation and university guidelines.
- Facilitate the College's support of student co-curricular activities.

Perform other duties assigned by the Dean.

Department Chair/School Director

The Department Chair/School Director acts on behalf of the faculty members of the department and consults regularly with all members of the department on all academic and faculty issues. A Department Chair/School Director also acts on behalf of the College Dean and the University in the administration and promotion of all affairs pertaining to the academic well-being and morale of the department. The Department Chair/School Director responsibilities are delegated by the College Dean, and the Department Chair/School Director acts in consultation with the College Dean.

The Department Chair/School Director thus plays an important bridging role between the faculty and the administration, as well as a role in the development of the most critical academic unit of the university, the department/school; serves in an administrative capacity and ensures that the policies of the University and the College are implemented and followed.

Supervision and Staff Management

- Mentors department/school full-time and part-time faculty – professional development, teaching, grant writing. Evaluates faculty under the direction of the Dean. Provides a written recommendation to the College Dean in the annual evaluation of faculty. Accredited programs may also require an annual evaluation of faculty by the School Director for compliance. Initiate and manage the three-year pre-tenure and tenure review processes.
- Promotes faculty development – internal and external opportunities including graduate study.

- Assign student advising responsibilities.
- Recruits full-time and part-time faculty. Work with Associate Provost and College Dean for searches.

Administrative and Budget Responsibilities

- Conducts regular department/school meetings, minimally monthly. Use of meeting technology is encouraged.
- Provides academic and professional leadership to department/school, College, and University.
- Conduct external accreditation reviews and Board of Governors program reviews in conjunction with the Assistant Vice President.
- Ensures department/school participation at Admissions and other special events.
- Evaluates transcripts of transfer students.
- Promotes professional and community outreach projects and activities.
- Collect and maintain department records as necessary according to state, federal, and, where applicable, accreditation guidelines.
- Provides information and reports as requested by the Dean/Provost/VPAA.
- Upholds and manages grade appeal and grievance policies.
- Communicate department/school programs, faculty accomplishments, and department/school activities, working particularly with University Communications and Faculty Affairs.
- Collects and maintains data for assessment of students, graduates, and departmental courses. Provides leadership in the development and implementation of assessment policies.
- Develops and implements an ongoing strategic plan, short- and long-term goals for department/school.
- Meets regularly with students to solicit their views and concerns about the department's/school's programs and faculty.
- Fosters university, community, and alumni relations.
- Prepares budget requests and aids the College Dean in monitoring the department budget.
- Encourages, participates in, and/or collaborates under the direction of the College Dean and/or Foundation with fundraising efforts.

Curricular Responsibilities

- Reviews curricula for program improvement.
- Recommends the department/school schedule of course offerings to College Dean. Works with graduate Program Coordinators to ensure graduate program needs are met.
- Recommends overloads to Dean for final approval.
- Provides leadership in developing new curricula and programs and program changes.
- Works with Associate Provost, College Dean, and Registrar to ensure all curricular changes for their department/school are incorporated into the catalog each academic year.
- Promotes effective use of appropriate technology in programs and instruction.
- Assists in creating favorable rapport with outside agency personnel and ensures that all field-based students have proper supervision.
- Assists with and reviews inter-institutional (2+2) articulation agreements annually.

Perform other duties assigned by the Dean/Provost/VPAA.

Policies and Procedures for Appointing and Reviewing Department Chairs and School Directors (Updated 2020.)

General Qualifications of Chair/Director candidates

- Must be a full-time, tenured or tenure-track faculty member.
- Must be eligible to teach within the department/school where serving as Chair/Director.
- Ideally, hold a terminal degree or professional certifications appropriate to the discipline.
- Ideally, the Chair/Director is tenured and holds the rank of Associate Professor or Professor. Rank of Associate Professor or Professor must be specified and required for any search involving external candidates.
- For units with accredited programs where the Chair/Director also coordinates the accreditation process, additional credentials and skillsets may be required.

Search Process

The selection of a Chair/Director may be filled by a search with only internal candidates or a search where both internal and external candidates are eligible to apply. Searches involving external candidates must be approved in consultation with the Deans' Council and Provost/Vice President for Academic Affairs (VPAA). An existing faculty line that is vacant must exist or a new line must be approved in advance of an external Chair/Director search.

Internal Search for Chair/Director

- **Timeline** – By October 31 in the academic year in which a Chair/Director term is ending, the Dean of College will notify the department/school that nomination process must begin and review the process with affected departments/schools. Nominations and final recommendations to the Dean, Provost/VPAA, and President will begin November 1 and concluded by no later than the last day of classes in the fall semester. There will be at least two weeks between the nomination and voting deadlines.
- **Nominations**
 - a. Individuals who meet the qualifications in Section A. may be nominated by any full-time faculty member of the department/school as determined by HR, including but not limited to any lecturers, clinical faculty, and visiting faculty whose primary assignment is teaching as designated by Notice of Appointment.
 - b. Self-nominations are permitted.
 - c. Nominations for co-chairs should be submitted together. Any eligible faculty may run both alone and as part of a co-chair team.
 - d. Nominations should be sent electronically from the nominator's @shepherd.edu email account to the College Dean. The Dean of Faculty Affairs will serve as the College Dean's designee if it is the tenure home of the College Dean or other conflict of interest exists.
 - e. The College Dean or designee will review all nominations to confirm eligibility within one week of the nomination deadline.
 - f. Qualified nominees, including any incumbents, will be contacted and offered an optional discussion with the College Dean or Associate Provost for Faculty Affairs to ensure an

understanding of the role of Chair/Director as administrator and faculty.

- g. Each nominee must accept or decline the nomination, unless self-nominated.
 - h. All eligible nominees who have accepted their nominations will be on the Recommendation for Chair/Director ballot.
- Voting
 - a. Eligible voters include full-time faculty members of the department/school, as established by Provost/VPAA including but not limited to any lecturers, clinical faculty, and visiting faculty whose primary assignment is teaching.
 - b. The ballot will contain the names of all eligible nominees (individuals and co-chair pairs will be listed as separate options).
 - c. Each eligible voter will receive a ballot.
 - d. Each eligible voter may vote for one nominee/co-chair nominee. Votes are confidential and anonymous to faculty. The Dean will record votes and maintain anonymity.
 - e. Voting may be conducted using paper or electronic ballots. All ballots must be received by the announced voting deadline. Electronic votes must be returned using an @shepherd.edu email account. All ballots are returned to the Dean managing the election.
 - f. If there is only one nominee and a simple majority of the voters recommend the nominee, that name is forwarded by the College Dean to the Provost/VPAA and President for appointment consideration. *
 - g. If there is more than one nominee and only one nominee is recommended by a simple majority of the department/school, that name is forwarded by the College Dean to the Provost/VPAA and President for appointment consideration. *
 - h. If there is more than one nominee and no one nominee receives a simple majority of the votes, the two nominees with the most votes will be on any subsequent ballot. The College Dean and current Chair must set a new deadline for voting.
 - In the second vote, if one nominee is recommended by a simple majority of the department/school that name is forwarded by the College Dean to the Provost/VPAA and President for appointment consideration. *
 - If the vote is tied with each candidate receiving an equal number of votes as recommended, then the College Dean will forward the names with his/her recommendations on that final ballot to the Provost/VPAA and President for final appointment consideration. *

*In accordance with the value of shared leadership, the College Dean and Provost/VPAA should provide an explanation to the department/school should the recommended nominee not be appointed to the position. The reasoning should protect the nominee. In all situations, when there are HR or other personnel issues that would prohibit the person serving in the role, that person should be notified during the nomination process.

External Search for Chair/Director

- The decision to search externally must be approved by the Deans' Council and Provost/VPAA and the President and a vacant or newly approved faculty line must be available. College Dean should seek departmental/school input about the inclusion of the Chair/Director role in any approved external search.
- Internal faculty who are eligible for the position may apply.
- Timeline – Based on notification that a Chair/Director vacancy exists, the College Dean must present the line to Deans' Council as a search for Chair/Director and Associate Professor or Professor. This

proposal should include any specific needs for accreditation management. If an external search is not approved by Deans' Council and the President, then an internal search will commence.

- Rank of Associate Professor/Professor required for any search involving external candidates. Tenured status should be considered during the hiring process including discussion with search committee and tenured faculty of the impacted department/school.
- An external search must follow the [Faculty Search Manual](#).

Terms

- The department/school recommendation for a Chair/Director term is for 3 one-year terms (May to May). There are no term limits.
- The term begins the first Monday after the spring Commencement for internal searches. The term begins the first day of the negotiated contract for external searches.
- If Chair/Director resigns, is recalled, or is removed before the end of their 3-year period of the department/school recommendation, a new chair will be appointed by the Provost/VPAA in consultation with College Dean and department/school faculty to serve the remainder of the unexpired one-year term. A new nomination process will begin following the above procedures when the designated period expires or earlier if the situation dictates.

Recalling or Removing a Chair/Director

Recalling a Chair/Director

When there are indications that a department Chair/Director does not have the confidence of the department faculty, the department faculty may initiate a process to recall the department chair/director with a written request signed by at least one-half (1/2) or 2 members whichever is larger of those eligible to vote for a Chair/Director. The written request shall be submitted to the College Dean, who will meet with the signatories and other faculty to discuss their issues of concern. The College Dean will also inform the chair of the recall letter. If an informal resolution of the recall request is not successful, the Dean after consultation with the Provost/VPAA will conduct a referendum vote. Department faculty members eligible to vote for Chair/Director are eligible to vote in the recall. The ballot will provide the name of the current chair and recall or not recall. Two-thirds (2/3) of department/school eligible voters must vote to recall a Chair/Director. If the current Chair/Director is recalled or resigns, the department/school will follow nomination and voting procedures above to recommend a nominee to serve the remainder of the term. If there is a conflict of interest by the College Dean within the home department, the Associate Provost for Faculty Affairs will conduct the recall proceedings.

Removing a Chair/Director

Chairs/Directors hold a will and pleasure status at Shepherd University. If there is an immediate need to remove a Chair/Director related to documented personnel issues or progressive issues related to administrative performance of Chair/Director responsibilities, the Dean of the College and Provost/VPAA will notify the current Chair/Director in writing and the Dean will serve as the acting Chair/Director effective date of notification by the Dean. The department/school will follow nomination procedures above to recommend a nominee to serve the remainder of the term.

Lack of Chair/Director Nominees

In the rare cases where there are no qualified, nor interested faculty to consider for the Chair/Director role and an external search was not approved, the College Dean or Provost/VPAA may temporarily assume the role until a new solution is generated.

Department Chair/School Director Stipends

Each Department Chair receives an annual stipend of \$5,000 as remuneration for duties during the summer. School Directors receive an annual stipend as remuneration for responsibilities over the entire calendar year. Responsibilities include timely responses to email and other communication, any trainings or academic leadership meetings, potential coordination of experiential education activities, department participation in advisement and registration-related activities and other occasional duties.

Chair and Director Reassigned Time

Academic Affairs historically has utilized a reassigned time from teaching (or release-time) model for Department Chairs/School Directors. The model assigns chairs release time only for their work as a Department Chair/School Directors. Other kinds of course releases, or releases necessary for accreditation, fall outside of the formula and must be negotiated directly with the Provost/VPAA and the appropriate Dean.

Assumption is that a chair/ director will take the re-assigned time. Overloads are only approved in special circumstances and must be approved in advance by the College Dean and the Provost/VPAA.

- Accredited programs may have specific requirements for release time for Department Chairs, program director, and other administrative positions.
- Each chair/director has a base release time of one course per semester.

Allocation of New Full-Time Faculty Positions

Through the annual budget process, departments, academic programs, and academic support units may request continuing positions due to vacancies, or new positions using the [position request template](#). Position requests are vetted by the Deans' Council with recommendations and final approvals by the Executive Leadership Team or delegated authority for final budget considerations and recommendations.

2. Policies and Procedures

A. Faculty Personnel Policies

1. Definition of Faculty

The faculty are employed by the Board of Governors upon the recommendation of the President or the Provost/VPAA. Faculty fall into one of the following classifications:

- *Tenured*: those faculty members who have attained the tenure status by official action of the Provost/VPAA, the President or the Board of Governors.
- *Tenure-Track*: those faculty members who have been appointed on a full-time basis and have been designated as being in a tenure-track position.
- *Temporary*: those faculty who have not been appointed in a *tenure-track* or tenured status. Their appointment may be full-time or part-time.

2. Distinction on the Basis of Full-Time/Part-Time

To be classified as full-time faculty, an individual must meet as a minimum the following conditions of employment as determined by the Provost/VPAA or President:

- i. Employment is in a specific position as delineated on a current and approved State expenditure schedule(s) as contrasted to casual or part-time help
- ii. Employment for faculty is on a full academic year (at least nine months) contract basis for at least six semester credit hours teaching per semester or the equivalent in research, public service, and/or administrative responsibilities, and expressly designated on a Faculty Appointment Notice as “full-time.”

Part-time faculty appointments do not convert to full time status merely due to the number of credit hours assigned. Each department has an approved policy and process for the oversight and evaluation of part-time faculty members.

It is the responsibility of the department, under the guidance of the respective Department Chair/School Director, Dean and the Provost/VPAA, to ensure that this policy and process is maintained.

Term: Those faculty members who have been appointed as instructional faculty for a specified term of semesters or years as defined in the appointment agreement. The appointment may be full-time or part-time. While a full-time term faculty member is eligible to receive reappointment to additional terms, no single term may exceed three years. No number of term appointments shall create any presumption of a right to appointment as tenure-track or tenured faculty. Such full-time appointments will not exceed ten percent of the total number of full-time faculty at the institution.

3. Tenure-Track Status

When a full-time faculty member is appointed on other than a temporary or tenured basis, the appointment is tenure-track. During the tenure-track period, the terms and conditions of every appointment will be stated in writing with a copy of the agreement furnished to the individual concerned. Generally, the appointment letter may be expected between June 10 and June 30 each year.

In order to aid and to evaluate tenure-track status faculty, the President, Provost/VPAA, Dean, Department Chair/School Director, or their designee may conduct classroom observations.

The maximum period of tenure-track status shall normally not exceed seven years. Before completing the sixth year of a probationary appointment, any non-tenured faculty shall be given written notice of tenure or offered a one-year written terminal contract of employment. Generally, any applications for tenure prior to the 6th year of service will be premature and will not be granted. Under special circumstances, if requested by the faculty member and approved, a full-time tenure-track appointment may be converted to a part-time tenure-track appointment for a specified time period, normally not to exceed one calendar year. At the conclusion of the approved time period or extension thereof, the faculty member will return to a full-time tenure-track appointment or, if the faculty member chooses not to return to a full-time tenure-track appointment, the faculty member's employment will cease. Time spent in a part-time tenure-track appointment will not normally apply to the calculation of the years of service for the purposes of tenure or promotion, nor will it result in any de facto award of tenure.

Upon a written request by a tenure-track faculty member and following review initially by the Department Chair/School Director and the Dean, the Provost/VPAA may approve a suspension in the seven-year tenure track period. Upon approval, the tenure clock shall be tolled for one year. Generally, the circumstances for which a suspension of the tenure-clock may be granted would be: i) significant responsibilities with respect to elder or dependent care obligations, ii) disability, iii) chronic illness, iv) childbirth or adoption, or v) circumstances beyond the control of the faculty member when those circumstances significantly impede progress toward achieving tenure.

Where a leave of absence or extension of the probationary period is granted, the individual's tenure track time frame shall be extended by the same period as the leave or extension. There is a very strong presumption against the approval of more than one request, but if the faculty member's initial employment is after the beginning of the Fall Semester but prior to the start of the Spring Semester, the faculty member may also request that the initial semester of service not be counted as a year of service for tenure or promotion purposes. If a suspension of the tenure clock is granted prior to the pre-tenure review, the tolling of the tenure clock also tolls the timeframe for pre-tenure review.

Non-Retention

During the tenure-track period, contracts shall be issued on a year-to-year basis, and appointments may be terminated at the end of the contract period. During this tenure-track period, notices of non-reappointment may be issued for any reason that is not arbitrary, capricious, or without factual basis. Any documented recommendations of administrators relating to the decision for non-retention or dismissal shall be provided promptly to the faculty member upon written request.

After the decision regarding retention has been made, the Provost/VPAA shall notify the tenure-track faculty of the decision as soon as practicable. In cases of non-retention of faculty who began service at the start of the fall term, formal notification shall be given:

- not later than **March 1** of the first academic year of service
- not later than **December 15** of the second academic year of service, and
- at least one academic year before the expiration of an appointment after two or more years of service with the University.

Failure to provide timely notice of non-retention to tenure-track faculty would lead to the offer of renewal of appointment for an additional year but would not prejudice further continuation after that additional year.

Faculty appointed at times other than the beginning of the academic year may choose to have those periods of appointment equal to or greater than half an academic year considered as a full year for tenure purposes only. Tenure-track appointments for less than half an academic year may not be considered time in probationary status.

Following receipt of the notice of non-retention decision, the tenure-track faculty member may appeal such non-retention decision by following the grievance procedures.

4. Temporary Status

All full-time appointments to the faculty that are neither tenured nor tenure-track shall be classified as temporary. All temporary appointments shall be appointments only for the periods and for the purposes specified, with no additional interest or right obtained by the person appointed by virtue of such appointment.

The employment of part-time faculty is made pursuant to the approval and supervision of the Provost/VPAA, with the advice and recommendations of the respective department and Dean. Each Dean and the Provost/VPAA review the qualifications and experience of prospective adjunct faculty. The appropriate balance in each department between the number of courses taught by full-time faculty and part-time faculty is also assessed. Department Chairs/School Directors, under the direction of the respective College Dean, are responsible for ensuring that adjuncts receive information regarding duties, responsibilities, and curricular issues. Deans provide an annual assessment of the teaching performance for adjunct faculty either directly or through the Department Chair/School Director. Graduate faculty adjuncts' assessments are managed, with input from chairs, school directors or deans, through the School of Graduate and Professional Studies.

All part-time faculty appointments are for a written, contractually agreed upon defined period of employment, with no credit toward "seniority," academic tenure, or other regular employment, unless otherwise expressly specified. A salary scale is used for adjuncts, which differentiates on the basis of highest degree held.

If the status of a faculty member changes from temporary to tenure-track, the time spent at the institution may, at the discretion of the Provost/VPAA, be counted as part of the probationary period.

Faculty who hold temporary appointments, which may be part-time or full-time, are not subject to consideration for tenure, regardless of the number, nature, or time accumulated in such appointments.

Temporary full-time faculty appointments may be used if one or more of the following conditions prevail.

1. The position is funded by a grant, contract, or other source that is not a part of the regular and on-going source of operational funding.
2. The appointment is for the temporary replacement of an individual on sabbatical or leave of absence. Such appointments outside tenure-track status may not exceed three years and are subject to annual renewal.
3. The appointment is for the purpose of filling an essential teaching post immediately, pending a permanent appointment through a regular search and screening process. Such appointments outside tenure-track status may not exceed three years and are subject to annual renewal.
4. The position is temporary to meet transient instructional needs, to maintain sufficient instructional flexibility in order to respond to changing demand for courses taught, or to meet other institutional needs. Such appointments outside tenure-track status may not exceed six years and are subject to annual renewal.
5. The appointee is granted a primary appointment as an administrator or to perform other non-instructional duties, with a secondary appointment that is instructional in character. Any faculty rank or teaching would be considered temporary and renewable on an annual basis. The appointee must be notified in writing of the status of any faculty rank.
6. Shepherd University will employ visiting faculty of all ranks on a temporary basis. These positions will usually be filled at the assistant professor level on the basis of a year-to-year contract with a general maximum of three years per individual filling a visiting position. Visiting faculty will not participate in the pre-tenure review process but will be evaluated during the annual review process in the same manner as all other full-time faculty members. Visiting faculty will be eligible for insurance and other fringe benefits provided to full-time members of the faculty as part of the State benefits program. A visiting faculty member may apply for a probationary position or tenure-

earning position for which he or she is qualified if a search for such a position is conducted by the university. A visiting faculty member will not, however, receive special consideration for such a position apart from consideration given to all applicants.

2. Expectations of Faculty

The following are expected of those who are employed as faculty at Shepherd University, especially those employed on a full-time tenured or tenure track appointment. New faculty will be mentored within their home departments.

a. Instructional Performance

Instructional Performance is the product of such elements as: (1) competency in one's field which engenders the respect of one's colleagues; (2) interested effort and enthusiasm on the part of the instructor toward the students and their work; (3) demonstrated progress on the part of the students, as seen in their interest in learning, their desire for scholarship, and their effective effort toward self-improvement and cooperative endeavor; and utilization of effective teaching tools and best practices, such as outlined in resources from the Center for Faculty Excellence.

b. Professional Development

In addition to the actual accumulation of graduate credits, professional growth may be judged by evidence of scholarly interests such as active membership in societies of interest and pertinence, including attendance and active participation at meetings of such societies at the state, regional, and national level.

Philosophy, Guidelines and Procedures for the Allocation of Professional Development Monetary Support

Continued professional development is a reasonable expectation of full-time university faculty and faculty should actively seek opportunities for such development. Shepherd University has an institutional responsibility to encourage the continued professional development of its full-time faculty through the allocation of funding to help to defray costs related to involvement in activities which will enhance the abilities of its faculty to engage more effectively in the primary mission of undergraduate instruction.

Such development support may be directed to reimbursement of the costs of travel, lodging, meals and/or registration fees associated with participation in professional meetings or other formal activities of the individual academic disciplines. Any other proposals for which support may be solicited (e.g., for research) should be clearly and directly related to the primary mission of each full-time faculty member as an instrument of undergraduate and/or graduate instruction.

It is both appropriate and necessary that procedures and policies be developed and adopted to provide the necessary elements of "quality control" and "quality assurance" for the benefit of faculty among the diverse disciplines and to be accountable to agencies external to the faculty of the several diverse disciplines. If it is true that the faculty of a particular department or discipline can easily recognize and evaluate the appropriateness and validity of professional development activities within that department or discipline, that department faculty should be able to explain, describe and justify such professional activity to external interests as well, including faculty of other disciplines.

At the beginning of each fiscal year, every academic department should be allocated, as a part of its operating budget, an amount of money designated for Professional Development; alternatively, some colleges may elect to pool these funds at the college level. These amounts are established through the institutional budgeting process. Generally, this amount is proportional with regard to the number of full-time, continuing faculty assigned to department, school, division, or college, as applicable to the budget-management practices utilized. Faculty on sabbatical leave will be included in any determination of this proportional allocation. Several academic departments have Educator Preparation Program Council (EPPC) faculty affiliated with them. Since these faculty are expected to participate in professional development as EPPC members as well as in professional development for their chosen academic discipline, academic departments with EPPC faculty should receive a supplementary allocation to support EPPC-related professional activity. The level of such supplementary support will be determined by negotiation among the chairs of departments with EPPC faculty, the Director of the School of Education, and the Provost/VPAA.

Each academic department will establish a prioritized list and detail specific activities, which are recognized as being legitimate for enhancing or promoting undergraduate and/or graduate instruction within the discipline. This department list will include any recommendations regarding the proportion of total individual project costs (e.g., all, one half, travel only, up to a specified amount, etc.) which ordinarily should be funded and clearly state that department's criteria for constructing its priority. Copies of this prioritized list will be provided to the Chair of the Professional Development, Faculty Salary and Welfare Committee of the Faculty Senate, the Provost/VPAA and the President of the University. These individuals will review the departmental documents and, if necessary, negotiate changes, which would ensure institutional consistency.

Faculty wishing to obtain funding to support professional development activities will consult their departmental prioritized listing and will complete and submit a Professional Development Project Proposal form to the appropriate Department Chair/ School Director. The Chair/ Director will review the proposal and, after consultation with the faculty members making application, make a recommendation for support to the College Dean. The Provost/VPAA may accept the recommendation of the College Dean and authorize the recommended level of support. If the Provost/VPAA chooses to reject or modify the support level recommended it must be following consultation with the College Dean in question. It is expected that the Provost/VPAA would reject or modify the Dean's recommendation only due to the depletion of that school's budget allocation for professional development.

Any faculty member receiving money for reimbursement of approved professional development activities shall be required to prepare a brief (1-2 page), but informative summary of the activity that took place, outlining the degree of success with which the activity met the anticipated goals or ends specified in the project proposal document. This brief report shall be submitted to the Department Chair/School Director and College Dean no later than one calendar month following the completion or conclusion of the supported project or activity. The respective Chair/Director and Dean will maintain a file of such reports and will provide a copy of each report to the Office of the Provost/VPAA prior to the end of the academic year. Failure to submit such a report may jeopardize a faculty member's access to future professional development support.

c. Professional/Institutional Service

Members of the faculty are encouraged to take an active part in the professional and social life of the communities and area served by the University. Because the University is interested in maintaining the good will and confidence of its constituencies and the public at large, it is expected that each faculty

member will contribute something to the sum total of community goodwill. Areas where such contributions may be made are excellence in instruction, off-campus professional appearances, and membership/participation in civic or service organizations.

Demonstrated evidence of university service is expected and may be judged by a willingness to:

- participate actively in administrative and faculty projects, such as committee assignments, curriculum revisions, etc.
- accept and fulfill educational responsibilities outside the classroom, such as identification with movements of genuine educational character or those activities by which the University and the teacher come to greater prestige and usefulness in the community, state, and nation.
- participate in forums, conferences, in-service work, addresses, etc., all of which play a part in public relations.

d. Earned Doctorate

All full-time faculty members employed at Shepherd University who do not have the doctorate from a recognized regionally accredited institution of higher education at the time of employment are expected to work progressively toward the doctorate unless there is a specific written agreement to the contrary at the time of their employment.

3. Academic Freedom and Responsibilities

Shepherd University supports the principles of academic freedom as espoused by the [American Association of University Professors](#). In accordance with the Board of Governors Policy 19, the University adopts the following tenets regarding academic freedom.

The purpose of this statement is to promote public understanding and support of academic freedom and agreement upon procedures to assure it 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. The common good depends upon the free search for truth and its free exposition.

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

Academic freedom at this institution of higher education is necessary to enable the institution to perform its societal obligation as established by the Legislature. The Shepherd University Board of Governors recognizes that the vigilant protection of constitutional freedoms is nowhere more vital than in institutions of higher education. Faculty members and students must always remain free to inquire, study, and evaluate.

Through the exercise of academic freedom, members of the academic community freely study, discuss, investigate, teach, conduct research, and publish, depending upon their particular role at the institution. To those members of the academic community who enjoy academic freedom, there are, commensurate with such freedom, certain responsibilities. All faculty members are entitled to full freedom in research and in the publication of the results of such research, subject to the adequate performance of their other academic duties, which may include designated instruction, research, and other professional

duties. Activity for pecuniary return that interferes with one's obligations to the institution should be based upon an understanding, reached before the work is performed, with the appropriate administrators of the institution. Further, each faculty member is entitled to freedom in the classroom in discussing the subject taught. In addition, when faculty members speak or write as a citizen outside the college or university, they are free from institutional censorship or discipline.

The concept of academic freedom is accompanied by an equally important concept of academic responsibility. The faculty member at Shepherd University is a citizen, a member of a learned profession, and a representative of the educational institution. As such, a faculty member, together with all other members of the academic community, has the responsibility for protecting, defending, and promoting individual academic freedom for all members of the community. The faculty member is responsible also as a teacher for striving to speak with accuracy and with respect for the similar rights and responsibilities of others. In speaking only as an individual or for a limited group, the faculty member should not imply or claim to be a spokesperson for the institution.

4. Distribution of Workload

For a full-time teaching faculty member without administrative duties, the normal teaching load is twelve (12) credit hours per semester and twenty-four (24) credit hours per academic year, which is commensurate with the recommendations of the University's accrediting agencies and the Board of Governors. In determining semester hour loads, consideration is given to laboratory assignments, applied music lessons, supervision of student teaching and coaching duties. It is also expected that a certain student credit hour production will be maintained in addition to the established credit hour load.

The Provost/VPAA shall establish a uniform, quantitative measure of faculty workload, taking into account student credit hour production, official release time granted and other exigent circumstances, and establishing therein a reasonable per-semester benchmark. If a faculty member's workload fails to achieve 75% of the established benchmark, then the Provost/VPAA may direct the assignment of additional work in the current or following semester(s), as indicated, as may be necessary and proper to provide for a more-equalized workload. If the faculty member achieves between 75% and 95% in successive semesters and cumulatively accrues a 25% deficiency over such successive semesters [two, or more successively], then the Provost/VPAA may direct the assignment of an additional course in the following semester or other work, as may be necessary and proper to provide for a more-equalized workload. Additional work may include additional classroom instruction or may include administrative support of the academic programs of the University, as appropriate.

In addition to an assigned teaching load, each professor is expected to schedule a minimum of six (6) office hours per week for student consultation, except during advisement week and before and after exams. Service to the University is also an expected part of each faculty member's workload. Service load may consist of advising a student organization, committee service, and assisting at athletic events, recruitment events, and admission events as defined in expectations of faculty.

Off-campus, graduate, online, and evening/weekend classes are as a part of the University's mission. Faculty members are expected to share in these teaching obligations. These classes are considered a part of the regular teaching load.

A report of teaching loads, office hours, and service assignments is submitted at the beginning of each semester. The office of the Provost/VPAA distributes forms for the collection of these data. A report on

plans for outside consulting requires prior approval by the Provost/VPAA. Changes must be updated as they occur. In addition to this official report, each faculty member is expected to post office hours on his or her office door or bulletin board for student use, as well as other faculty. A directory of faculty schedules and office hours is published by the Office of the Provost/VPAA each year.

5. Overloads

The limitation of faculty teaching loads to 12 semester hours is very strongly supported, subject to workload expectations. Students need and deserve the guidance and counseling which professors can give them as they progress through the undergraduate and/or graduate programs. Professors are encouraged to enrich their teaching through professional reading, continuing graduate study, and taking trips, which provide experiences related to teaching assignments. Additional time should also be spent in service to the University and the community.

Circumstances, however, arise where the Department Chair/School Director may need to recommend additional hours for a faculty member. Established reasons for approval of recommended overloads include teaching of a course when other qualified personnel cannot be identified and the distributing of more equitable student credit hour loads among faculty.

Recommendations for faculty to teach beyond the normal 12-hour load are to be made according to the following guidelines.

- a. The respective Department/School and College Deans make recommendations to the Provost/VPAA on requests for extra courses to be taught.
- b. Faculty who hold a doctorate and/or who have special preparation in particular fields will receive first consideration for extra teaching assignments, especially those assignments which are remunerative.
- c. Faculty should use professional discretion in assuming any extra teaching assignments.
- d. A justification must be included in all Human Resources actions for the overload.

6. Summer Session

Shepherd offers a limited number of classes during the summer session. Determining who teaches in the summer sessions depends upon a number of factors. It is the responsibility of the Provost/VPAA and College Deans to prepare a list of courses to be offered in the summer sessions. Chairs/ Directors recommend qualified faculty to teach the courses as part of the overall summer scheduling process. A rotation plan for faculty members in the respective departments is encouraged. Priority will be given to faculty holding terminal degrees.

Since summer enrollment is much lower than the regular academic year, the number of faculty used in the summer sessions is limited. Therefore, faculty not returning for the academic year following a summer session are not offered summer employment. If a faculty member has signed a contract for summer teaching and resigns from Shepherd employment effective in August, the summer contract is terminable at the discretion of the University. In summary, summer employment is dependent upon a faculty member fulfilling his or her contract for the academic year following the summer teaching assignment.

All appointments for faculty members teaching in the summer session are subject to rescission if the classes do not meet minimum enrollment requirements, as determined by the Provost/VPAA.

Courses with low enrollments (less than five (5) students) will be canceled by close of business the day before summer classes start in a given session, subject to the following condition. If the enrollment is less than five (5), the instructor is contacted by the respective College Dean or his/her designee and asked if he/she wants to teach the course on a per student basis (one-fifth of full rate per student, based on the student count at the conclusion of the add/drop period). The course will remain only if the instructor opts to teach the course on the pro-rated salary basis. The College Deans will then notify the Registrar and the Provost/VPAA. The Provost's Office will have final determination of for cancelling low enrolled courses.

Faculty members are provided compensation for supervision of summer internships under the following conditions: (a) A faculty member will be paid at the full prevailing summer course rate per credit hour taught comparable to other faculty members with like degrees if ten (10) or more students register for summer internship credit under his or her direction. (b) If fewer than (10) students register for a given internship course, the faculty member will be paid on a pro-rated basis of 10% of the base pay rate per credit hour per student. (c) A faculty member will be paid for only one internship course section per summer session (Summer (entire), Summer A, or Summer B. (d) The Curriculum and Instruction Committee offers the following guidelines of documentary materials expected for departments offering summer internships courses: (i) A written contract specifying the responsibilities of the faculty supervisor, student, and internship in-site supervisor. (ii) A course syllabus and a learning agreement. (iii) Documentation of student work (i.e., a journal, term paper, portfolio, or other form of documentation appropriate to the discipline.) (iv) The faculty supervisor and internship on-site supervisor communicate via paper or e-mail to ensure that the student is working satisfactorily, working the appropriate number of hours (i.e., 200 on-site hours is equivalent to 3 credit hours), and that the student's grade is based on the above. (v) The student's grade is to be awarded after completion of the internship (using the university-established rules for granting the grade of I (Incomplete) when necessary, in accordance with the rules established by the Admissions and Credits Committee.

7. Independent Study and One-On-One Teaching Under Restricted Conditions

Should a class section be removed from the course schedule in a given semester because of low registration, the department in which the class is housed may ask a faculty member or adjunct faculty member to provide an independent study course for a student in the closed class section. The faculty member will be paid \$150 per three (3) credit hour independent student course that he or she teaches under this policy. This course will be designated on the student's transcript as equivalent to the canceled course.

The following condition must be met for a contract to conduct an independent study course to be issued under this policy: The student is scheduled to graduate in the semester in which the class was to be offered and no substitute course is available that semester to meet the graduation requirement.

Reference here is made only to those courses that are usually taught in the standard class (10 or more students) arrangement and not to coops, internships and the like which must be considered as constituting a different topic. Assuming this, it seems clear that one-on-one teaching is demanding, requires as much if not more preparation than the usual classroom assignment, and should be

considered an unusual demand upon any faculty member's time and course assignment. However, some unavoidable circumstances make it necessary that this type of course offering be an option.

Given these understandings, the following are conditions under which such a course offering may be made:

In instances when a student is certifiably in his/her final year of study and the course is:

- a. required for graduation or,
 - b. cannot be substituted for with another course which is available, and
 - c. A course is canceled by the university due to low enrollment
- or**
- d. A course will not be offered, due to the department's sequence of course offerings, until after the proposed (realistic) graduation date of a student. (This could happen in the case of a transfer student from another institution or one changing major and/or minor
- or**

An unavoidable conflict (university created) arises which precludes a student's taking a required course at the time it is available (i.e., requirement in the major offered at the same time as one in the minor or no space available in a multi-section required course except in one which is a conflict.

8. Internships, Co-ops, and Supervision of Experiential Learning

Certain courses for academic credit require faculty supervision of a student's experience rather than teaching a course that meets the standard number of hours per week. Internships and co-ops are not calculated as part of a faculty member's load or overload if the number of students supervised is fewer than ten. In those cases, faculty will be compensated at the rate of \$150 per student for such supervision. Departments may assign a course section in an internship or co-op as a regular course that is part of a faculty member's standard teaching load if the enrollment is ten or more.

Practicums, clinical experiences, student teaching, and other internships specific to Nursing Education and Teacher Education are governed by accrediting board standards regarding the number of supervisions equal to one course in-load credit and thus not subject to the minimum of ten described above.

9. Online Teaching Policy

Faculty teaching a fully online course for the first time at Shepherd University must have previous online teaching experience or training prior to teaching. The Associate Provost and Instructional Designer in conjunction chairs, directors, and deans determine what training may be needed for an online instructor.

10. Promotion in Rank and Tenure - Overview

Promotion in rank and tenure are two complementary, yet distinct, activities which have their own procedures. The Promotion in Rank section of this document provides details and criteria for promotion in rank. The Tenure section of this document provides details and criteria for granting tenure.

Faculty eligible for advancement in rank or award of tenure for tenure track positions shall be advanced to one of the following ranks: Assistant Professor, Associate Professor, or Professor. Yearly contracts will indicate a faculty member's specific rank as one of the three listed above or Instructor and years in rank.

are also recorded on the same contracts. Years in term of tenure track period are to be recorded on each of the faculty member's yearly contracts.

Faculty appointed at times other than the beginning of the academic year may choose to have those periods of appointment equal to or greater than half an academic year considered as a full year for tenure purposes only. Tenure-track appointments for less than half an academic year may not be considered time in probationary status.

All tenured and tenure-track faculty must follow the guidelines, criteria, processes, and timelines in the Faculty Handbook at the time of the portfolio submission.

All degrees must be from an institution of higher education with recognized accreditation.

11. Promotion in Rank

Instructor

- a. Master's degree.
- b. Evidence of instructional performance on CV. Teaching philosophy which emphasizes the importance of student learning.
- c. Reputation as a person of good character through the adherence to Shepherd University Civility Code, Faculty Handbook, and other University policies. Official institutional documents required when not meeting this expectation.

Assistant Professor

- a. Earned doctorate or the highest academic degree appropriate to the teaching field.
- b. Three years of instructional performance or professional experience as evidence in Standards and Competencies for Faculty. This experience requirement may be waived at the time of employment for holders of an earned doctorate. Teaching philosophy which emphasizes the importance of student learning.
- c. Reputation as a person of good character through the adherence to Shepherd University Civility Code, Faculty Handbook, and other University policies. Official institutional documents required when not meeting this expectation.

Associate Professor

- a. Earned doctorate or the highest academic degree appropriate to the teaching field.
- b. Five years of full-time higher educational instructional performance (teaching) at a college or university as evidenced by examples in Standards and Competencies for Faculty. After five years of higher education instructional performance, three years of which must be at Shepherd University as an Assistant Professor, a candidate may apply for promotion to Associate Professor.
- c. Evidence of continuous professional development using examples in Standards and Competencies for Faculty
- d. Evidence of continuous professional/institutional service using examples in Standards and Competencies for Faculty.
- d. Reputation as a person of good character through the adherence to Shepherd University Civility Code, Faculty Handbook, and other University policies. Official institutional documents required when not meeting this expectation.

Full Professor

- a. Earned doctorate or the highest academic degree in the field of specialization or achievement of exceptional professional eminence is considered.
- b. Ten years of full-time higher educational instructional performance (teaching) at a college or university as referenced in Standards and Competencies for Faculty. After ten years of full-time higher education teaching experience, four years of which must be at Shepherd University as an Associate Professor, a candidate may apply for promotion to Full Professor.
- c. Evidence of continuous professional growth throughout the term of Associate Professor rank in instructional performance, professional/institutional service, and professional development as referenced in Standard and Competencies for Faculty. Additional evidence prior to advancement or appointment to Associate Professor shall be submitted only when supported by the faculty member's explanation of the need for such additional support materials to document a long term continuous professional growth process.
- d. Professional development resulting in scholarly work accomplished during the term of Associate Professor rank as evidenced by refereed publications, funded refereed external grants, juried performances, or juried exhibitions. This professional development, academic and professional work, must be within the candidate's field(s) of specialization or university-level teaching areas. Grants alone are not sufficient for meeting this standard. An externally funded refereed grant in combination with a refereed publication or juried exhibition or performance may satisfy the standard.
- e. Reputation as a person of good character through the adherence to Shepherd University Civility Code, Faculty Handbook, and other University policies. Official institutional documents required when not meeting this expectation.

The formal education requirements stated for each rank may be waived by the Provost/VPAA in special cases, including continuing education programs, or in cases where a national search cannot secure the most qualified candidates because of non-competitive salaries or candidate shortages. The institution follows guidelines for qualified faculty as set by the Higher Learning Commission.

Temporary faculty appointments (both full-time and part-time) will be designated by the title visiting assistant professor, clinical assistant professor, lecturer, or other appropriate title. Academic rank may be awarded to qualified administrative personnel in addition to any administrative or staff title. The rank to be awarded will be on the basis of the same criteria, which are applied to the award of rank to the teaching faculty. Administrative personnel shall be informed at the time of appointment whether the rank is awarded as a tenured, tenure track, or temporary member of the faculty. Administrative personnel who are not appointed to a faculty position are not faculty and therefore are not entitled to the protections provided by those designated as faculty.

12. Tenure

Tenure is designed to ensure academic freedom and to provide professional stability for experienced faculty members. It is a means of protection against the capricious dismissal of an individual who has served faithfully and well in the academic community. Continuous self-evaluation, as well as regular evaluation by peer and administrative personnel, is essential to the viability of the tenure system.

Tenure should never be permitted to mask irresponsibility, mediocrity, unprofessional or unethical behavior, or deliberate refusal to meet academic requirements or professional responsibilities.

Tenure applies to those faculty members who qualify for it and is a means of making the teaching and research profession attractive to persons of ability.

The Board of Governors requires that the University demonstrate evidence that the guidelines for the award of tenure be based upon a wide range of criteria such as: excellence in instructional performance, accessibility to and support of students, professional development in the form of professional and scholarly activity and recognition, significant professional/institutional service to the university community and the people of West Virginia, experience in higher education and at the institution, possession of the doctorate, special competence or the highest earned degree appropriate to the teaching field; publications and research, and potential for continued professional growth. Ultimate authority regarding the application of guidelines and criteria relating to tenure shall rest with the University according to the Board of Governors' policy.

In making tenure decisions, careful consideration shall be given to the tenure profile of the institution, projected enrollment patterns, staffing needs of the institution, current and projected mission of each academic unit, specific academic competence of the faculty member, and preservation of opportunities for infusion of new talent. The University, while not maintaining tenure quotas, shall be mindful of the dangers of losing internal flexibility and institutional accountability to the citizens of the State as the result of an overly tenured faculty. Tenure may be granted only to people in positions funded by monies under the Board of Governors' control.

Tenure shall not be granted automatically, or for years of service, but shall result from action by the Provost/VPAA following consultation with appropriate academic units.

Tenure may be granted at the time of appointment by the Provost/VPAA, following consultation with the faculty of the academic department and the dean of the college in which an individual would be assigned, or tenure may be granted at the time of appointment by direct action of the Board of Governors. In the case of tenure track appointees, tenure may be attained by faculty who hold the rank of Assistant Professor or above. Years in term of tenure track period are to be recorded on each of the faculty member's yearly contracts.

Credit Toward Tenure

- a. If faculty have taught four or more years as a full-time faculty member at a recognized accredited institution of higher education or as non-tenured track faculty at Shepherd University, they may receive up to two years of credit toward tenure.
- b. If faculty have taught at least two years but less than four years as a full-time faculty member at a recognized accredited institution of higher education or as a non-tenured track faculty at Shepherd University, they may receive one year of credit toward tenure.
- c. Only years awarded toward tenure in a faculty's initial contract are included in the year count for tenure.
- d. Credit toward tenure is not credit toward promotion nor sabbatical eligibility.
- e. The recommendation for awarding of credit toward tenure must be brought forward by the hiring department/school at the time of the offer with the agreement of the College Dean, and is subject to the approval by the Provost/VPAA

13. Standards and Competencies for Full-Time Tenured/Tenure-Track Faculty

Faculty of all levels should continuously strive to perform at their highest levels regardless of their tenure status or rank. Instructional performance, professional/institutional service, and professional development are the three pillars of faculty life considered in the evaluation of the promotion and

tenure processes. Meeting expectations in these areas are not the same as performing these tasks meritoriously. The following provide broad guidelines that impact merit, annual evaluation, and the entire promotion and tenure processes.

The following list provides examples of items that should be considered as supportive evidence by faculty who are preparing merit submissions and promotion and tenure portfolios and by those faculty who are evaluating these submissions. This list is not exhaustive and other items may be included for consideration. Please reference the minimum qualifications required for promotion in rank and/or tenure.

Instructional Performance

Student and other evaluations	Teaching strategies and techniques
Course development and/or revision	Advising
Course materials	Supervision of individualized study
Assessment activities (course-related)	

Professional/Institutional Service

Service to professional organizations	Campus In-service presentations
Discipline-related community service	Program coordination/academic leadership
Public service in support of the university mission	Service to on-campus committees

Professional Development

Publications (peer-reviewed)	Attendance at workshops, seminars, and learned forums
Juried art/music and other creative activities	Consulting and contracted research
Grant activity	On-going research tied to a specific outcome (presentation, publication, etc.)
Presentations at learned forums	

14. Procedural System for Promotion in Rank and Tenure

To fulfill the charge of the Shepherd University mission it is necessary to establish a procedural system of high standards to maintain and evaluate continuously the faculty of Shepherd University for the purpose of promotion and tenure. Promotion and tenure of faculty are awarded under the authority of the President and the Provost/VPAA, who will base decisions primarily upon the guidelines and the recommendation(s) of the College Dean and the appropriate University Promotion and Tenure Committees.

Composition of Promotion and Tenure Committees

- a. **Department/School Committee** – all tenured faculty of a department or school.
- b. **College Promotion and Tenure Committee** - Each College shall maintain a standing committee, called the Promotion and Tenure Committee (PT Committee), to consider promotion and tenure

applications from faculty within its College. Each PT Committee shall consist of a tenured faculty member from each department/school within the College, elected for a three-year term by the faculty in the department/school. Colleges with three (3) or fewer departments/schools may, with the agreement of the majority of the faculty in the College, elect to have two (2) members from each department serve on the PT Committee. Each PT committee will elect co-chairs who will serve as the College's representatives on the Professional Status Committee. The primary purpose of the PT Committee is to review applications for promotion or tenure and submit its recommendations to the Provost/VPAA.

- c. **Professional Status Committee** - The Chair and Vice Chair of each College's PT Committee shall constitute the Professional Status Committee, which, when convened in early November, shall elect co-chairs from its membership to serve a one-year term.

15. General Schedule for the Review Process

The following deadlines will be observed for presentation, review, and movement of all requests for pre-tenure review or promotion and/or tenure:

By May 1: Candidates notify chair/director, dean of their college, and assistant provost for faculty affairs in writing of their intent to participate in one of the following processes pre-tenure, tenure only, promotion and tenure, or promotion only.

By October 1: Candidate will have submitted a digital application for promotion and/or tenure, with all supporting documentation, in the PT online system. No late submissions, including supporting documents, are permitted. The candidate application is moved to the department/school.

By November 1: Department Chair/ School Director submits a signed department/school recommendation in the PT online system and moves the candidate application forward to College PT Committee. The Chair/Director shares the recommendation letter with the candidate.

By January 10: The College PT Committee submits a signed College PT Committee recommendation in the PT online system and moves the candidate application forward to the College Dean.

By February 15: The College Dean submits a signed recommendation in the PT online system and moves the candidate application forward to the Provost/VPAA. The College Dean shares the College PT and Dean's recommendation letters with the candidate. Pre-tenure review is complete at the Dean's level. Electronic portfolios are submitted back to the pre-tenure candidates.

Promptly: The Provost/VPAA will inform the College PT Committee if there is any disagreement between the PT Committee and the College Dean concerning any applications for promotion and/or tenure. The College Dean shares the College PT and Dean's recommendation letters with the candidate. Pre-tenure review is complete at the Dean's level. Electronic portfolios are submitted back to the pre-tenure candidates.

By April 1: The Professional Status Committee, if required, submits a signed recommendation to the Provost/VPAA.

By April 15: The Provost/VPAA will complete their determination.

Delays on any date for action by any reviewing group or decision-maker do not give rise to any default or presumption for or against the applicant in the institutional PT review process.

16. Pre-Tenure and Promotion/Tenure Requirements

a. Pre-tenure Review

1. A person initially appointed as an instructor, assistant professor, associate professor, or professor undergoes a pre-tenure review no later than the third year of employment at Shepherd University.
2. Applications for pre-tenure review must be made during the fall semester of the faculty member's third year of service at Shepherd University. Participation by a tenure-track faculty member in the pre-tenure review process, in the appropriate year, is mandatory. Failure to do so may lead to notice of non-retention. Service credit of one year may be revoked.
3. Faculty who are hired with two years of service credit toward tenure begin the pre-tenure review in the fall of their second full year of Shepherd employment.
4. The Dean shall expressly address the necessity of initiating the pre-tenure review process in the annual evaluation of the faculty member in the spring prior to the year of the pre-tenure review.
5. Pre-tenure review follows the same criteria used for the tenure review. The review is completed at the department/school, College PT Committee, and Dean levels.
6. The pre-tenure review is conducted to give the faculty member an opportunity to improve in those areas that are deemed in need of improvement. A favorable review at this stage does not assure the faculty member of tenure at a later date, nor does a less favorable review preclude tenure at a later date. The reviews by the department/school and the College PT committees are advisory only.

b. Tenure and/or Promotion Review

1. A person initially appointed as an instructor, assistant professor, associate professor, or professor must be reviewed for tenure no later than the completion of the sixth year of service at Shepherd University or in the sixth year of tenure-credited at the University unless the tenure clock is suspended. Candidates should overtly declare which process(es) for which they are applying.
2. The Dean shall expressly address the necessity of initiating the promotion and/or tenure review process in the annual evaluation of the faculty member in the spring prior to the fall of the promotion and/or tenure review.
3. Applications for tenure should therefore be made during the fall semester of the faculty member's sixth year of service at Shepherd University.
4. Tenure, if approved, will begin with the seventh year. If tenure is not awarded, the seventh-year contract will be a terminal contract. A person serving under a terminal contract is not eligible for review for tenure or promotion.
5. In extraordinary circumstances following the review of the appropriate faculty committees, the Department Chair/School Director, the College Dean, and the Provost/VPAA may award tenure before the seventh year of a faculty member's employment at the university.

17. Procedures for Making Pre-Tenure, Promotion/Tenure Recommendations

Standardized Application Portfolio

Each candidate must consult with the Department Chair/School Director during the process of putting supporting documents together prior to the fall deadline. Department Chairs/School Directors must have on-going dialogues with all tenure-track faculty about the various promotion and tenure processes and must offer guidance to all candidates compiling their application portfolios during spring and fall semesters prior to the fall deadline.

Topics of discussion should include: a review of timelines, clarity on process and which forms to complete, types of support letters for your discipline, publication types, presentation types, etc.

The documentation submitted for promotion and tenure, as well as the pre-tenure review, must be entered into appropriate electronic portfolios within the PT online system and shall be divided into the designated sections, consistent with the format presented in the appendices of this Faculty Handbook.

Each candidate's promotion, tenure, or pre-tenure review materials will be maintained in the online system or otherwise retained digitally. In extremely rare cases, the Provost/VPAA may grant a partial or full waiver of the digital submission requirement for compelling cause.

1. Application Submission

- a. Candidates submit an application (pre-tenure, tenure and/or promotion) using the designated PT online system. The candidate must ensure that is clear to all reviewers for which process(es) they are seeking review: pre-tenure, tenure only, promotion and tenure, or promotion only.
- b. The application portfolio must contain all supporting materials that the candidate wishes to be considered by all parties in the review process which includes a candidate statement, course evaluations, classroom evaluations, letters of support, evidence of scholarship, and service.
- c. A candidate statement is a cover letter to the Provost/VPAA and is a required component of the pre-tenure, promotion, and tenure processes. This introduction should provide an overview of your accomplishments during the period of your review and is a time to expand and explain information in the portfolio pertaining to instructional performance, professional/institutional service, and professional development. It can serve as self-reflection of your growth and change as a faculty member with supporting evidence that can be referenced in the other sections of your portfolio.

This statement should be no more than 6 pages, double-spaced, 1-inch margins, and a 11-point at a minimum. While this letter serves to inform all who must review your portfolio, it may serve as a stronger guide for faculty and administrators who are less familiar with your discipline.

- d. A minimum of 3 letters of support are required for the portfolio. At least one letter must come from a professional colleague at another institution or professional association associated with your discipline. Current Shepherd University student letters are prohibited based on the perceived conflicts as to power dynamics they could create. Shepherd University alum letters are allowed.
- e. Candidates must meet all published deadlines. Items cannot be added to the application portfolio after the deadline unless additional items are requested in the review process.
- f. Candidates should NOT place any previous recommendation letters in the appendices designated as Recommendations. These are reserved for the letters of the current process. Previous letters may be placed in another appendix such as Letters of Support.

2. Department/School Review

- a. At the designated time the Assistant Provost for Faculty Affairs notifies the tenured faculty of the department/school that the application portfolio is available to review electronically.
- b. The department chair/school director calls a meeting of the tenured faculty to discuss and vote on the application. If the chair/director is untenured, the College Dean then selects a tenured member of the department or a tenured member of the same College to serve in this capacity in lieu of the Department Chair/School Director. The College Dean or the Provost/VPAA may also ask the Department Chair/School Director for a written pre-tenure evaluation or tenure evaluation statement.
- c. All tenured faculty are eligible and expected to serve as peer viewers in the PT process. Committee members who have a conflict of interest with a particular candidate must recuse themselves from discussing and voting on the candidate's PT application.

For purposes of the PT review process, a conflict of interest means:

- Intimate or blood relation: The committee member is married or directly relate to the

- candidate, lives in the same household as the candidate, or is otherwise in an intimate relationship with the candidate.
- Financial or business interest: The committee member has external financial or business ties to the candidate that may bias or distort a person's judgment.
- d. Other bona fide reason of recusal as approved by the Provost. Committee members with an actual or potential conflict of interest must notify their College Dean and Provost prior to the commencement of the PT review process no later than September 1 annually. The meeting excludes the candidate.
 - e. All conversations about candidates are confidential and should not be shared outside of the members of this committee unless requested by someone involved in the review process of a particular candidate.
 - f. The chair/director electronically submits the department's recommendation with a designation of a majority or unanimous vote which includes the signatures of all tenured faculty who voted. All tenured faculty must review and contribute to the letter before it is submitted by the chair/director.
 - g. If a department/school has no tenured members, the chair/director's letter of review shall serve as the department/school's recommendation.
 - h. A copy of the submitted recommendation letter should be provided to the candidate at the time of the electronic submission. As these letters are recommendations only, no appeal process is available at this stage.
3. College PT Committee Review
 - a. At the designated time the Assistant Provost for Faculty Affairs notifies the College PT Committee that the application portfolio is available to review electronically.
 - b. The committee co-chairs call a meeting of the committee to discuss and vote on the application.
 - c. Within the College of Arts, Humanities, and Social Sciences, the Promotion and Tenure Committee, prior to calling a meeting of the entire committee, each application to be evaluated by the committee will be assigned to five members of the committee for review. Three of those members must come from the same Division as the applicant and two must come from the other Division. The five reviewers will meet separately to discuss the merits of their applications and then, at a full meeting of the committee, present the results of their review to the full committee. A co-chair may request additional supporting materials from the faculty member and may consult with other faculty and the department chair/school director before making a recommendation. Outreach should be requested through the Assistant Provost for Faculty Affairs.
 - d. All committee members are eligible to vote. The department member representing a particular candidate must vote based on the recommendation of their department/school.
 - e. All conversations about candidates are confidential and should not be shared outside of the members of this committee unless requested by someone involved in the review process of a particular candidate.
 - f. A co-chair electronically submits the College's recommendation with a designation of a majority or unanimous vote. All committee members must review and contribute to the letter before it is submitted by the co-chair.
 4. College Dean Review
 - a. At the designated time the Assistant Provost for Faculty Affairs notifies the College Dean that the application portfolio is available to review electronically.
 - b. The College Dean will then evaluate the merits of the pre-tenure review or request for promotion and/or tenure according to appropriate guidelines.
 - c. The College Dean may request additional supporting material from the faculty member and may consult with other faculty and the department chair/school director before making a recommendation.
 - d. After the College Dean submits an electronic recommendation, a copy of the submitted

recommendation letter and the College PT letter must be provided to the faculty candidate. As these letters are recommendations only, no appeal process is available at this stage.

- e. The pre-tenure reviews end here. There is no appeal for the pre-tenure review as the letters are advisory in nature.
5. Professional Status Committee Review (if needed)
 - a. If the College Dean and the College PT Committee recommendations for promotion and/or tenure do not concur, the Provost/VPAA, in conjunction with the Assistant Provost for Faculty Affairs, notifies the Professional Status Committee (PSC) that the application portfolio is available to review electronically.
 - b. Each promotion and/or tenure candidate shall have the right to respond in writing to the PSC. The candidate has ten (10) business days after the stated deadline for the College Deans to submit their recommendation letters.
 - c. During their deliberations, the PSC is empowered to interview any individual or request any additional documentation directly concerned with the case before it that they feel may be helpful or necessary for deliberations. Any of these individuals or groups also have the right to submit additional information or documentation to the committee. Outreach should be requested through the Assistant Provost for Faculty Affairs. Representatives of the PSC from the candidates College report on the case and answer questions.
 - d. Representatives to the PSC from the candidate's College are excused from the deliberations of that candidate and cannot participate in the formulation of the Committee's recommendation.
 - e. All conversations about candidates are confidential and should not be shared outside of the members of this committee, including representatives excised from the deliberations, unless requested by someone involved the review process of a particular candidate.
 - f. The findings of the PSC are sent electronically, using the PT online system, to the Provost/VPAA, within ten (10) business days of reaching its recommendation. The PSC submits its recommendation to the Provost/VPAA. The PSC co-chairs also send an electronic copy of the recommendation letter to the College PT Committee co-chairs and the impacted candidate. Each candidate may respond, in writing, to the Provost/VPAA within ten (10) business days after receiving the recommendation of the Professional Status Committee.
6. Provost/VPAA Review
 - a. The Provost/VPAA considers the recommendations of the department/school, College PT Committee, the College Dean, and, if applicable, the PSC, and renders a decision regarding request for promotion and tenure as soon as possible after receiving these recommendations. The Provost/VPAA also reviews any statements submitted by the candidate in response to the PSC letter. The decision letter is sent submitted electronically within the LMS system and through campus email.
 - b. In addition, the Provost/VPAA personally counsels each person who has gone forward for promotion and/or tenure, at a mutually convenient time.
 - c. In all cases, it is to be understood that all other actions by individuals and committees are recommendations and are not institutional decisions.
7. Candidate Portfolio Access and Appeal (optional)
 - a. After receiving the Provost/VPAA letter, the faculty member requesting promotion and/or tenure will have access to all recommendations which have been a part of the faculty member's review process, other than those letters from off campus persons which the candidate waived review of.
 - b. A candidate denied promotion and/or tenure by decision of the Provost/VPAA may appeal the decision to the University President within fifteen (15) business days. Any appeal is to be submitted in writing to the President's Office, cc'd to the Provost/VPAA, and must fully articulate why the denial by the Provost/VPAA was clearly wrong.
 - c. The Provost/VPAA must respond in writing within seven (7) business days. The President, thereafter, reviews the appeal and issues a final institutional decision.

18. Distinguished Professor

Shepherd University may award the title of Distinguished Professor to honor a faculty member who has achieved a record of publication, or performance, or creative activity at the highest levels of professional accomplishment and peer recognition of that accomplishment. Distinguished Professor is an honorary title used to celebrate continued contributions throughout the career of a faculty member. Candidates must meet all of the criteria in Section I to be considered for the title of Distinguished Professor.

1. Criteria

- a. Hold the rank of Professor with tenure.
- b. Have held the rank of Professor with tenure for a minimum of five years at Shepherd University.
- c. Continued excellence in teaching and service to academia.
- d. Substantial evidence of current professional activity in the area of expertise and ongoing peer-reviewed contributions of knowledge.
- e. A record of substantial activities with professionally related groups in the area of expertise.
- f. Receipt of awards and recognition in the area of expertise from national or international professional organizations.
- g. Reputation as a person of good character through the adherence to Shepherd University Civility Code, Faculty Handbook, and other University policies.

2. Nominations

- a. All nominations will be made to the Associate Provost for Faculty Affairs.
- b. Nominations for faculty may be made by any tenured faculty member.
- c. Nominations will be presented to the Deans' Council for consultation and recommendation to the Provost/VPAA. The Provost/VPAA will discuss supported nominations with the President for consideration and approval.
- d. The President will inform the faculty member of the decision made in each case.

3. Recommendations and CV

Faculty applications for Distinguished Professor require:

- a. A nomination letter from a faculty member or Academic Affairs administrator.
- b. A letter of recommendation from the Department Chair/School Director in which the faculty is housed.
- c. A letter of recommendation from the College Dean.
- d. A minimum of one letter of support from a tenured faculty with the home college of the nominee. Ideally, a tenured faculty within the department/school is highly encouraged.
- e. A minimum of one letter of support from a tenured faculty outside of the home college which could include external letters of support.
- f. A current CV.

4. Recognition

Recognition of individuals awarded the title of Distinguished Professor will be made at the fall semester tenured faculty reception. The honor will be widely shared through various media outlets and events.

19. Annual Evaluation

The evaluation process is subject to revision upon the recommendation of the Faculty Senate and the Provost/VPAA and the approval of the University President.

- a. General Statement: All faculty members are given the opportunity to respond in writing to any evaluation and have that response included in the faculty member's evaluation documents. In addition to the procedures described below, each year the Director of EPPC provides comments on each EPPC member to the respective College Deans. Copies of all evaluations are forwarded to the Provost/VPAA.

- b. Non-tenured Faculty:

- i. Non-tenured Faculty Evaluations: All non-tenured full-time teaching faculty are evaluated annually by the College Dean in consultation with the faculty member's Department Chair/School Director; this evaluation process includes classroom visitation. This annual evaluation serves as a basis for decisions concerning retention.

By March 1, each non-tenured faculty member must submit, to the College Dean and the Department Chair/School Director, an annual report of professional activities in the areas of performance as outlined under "Criteria". This report, accompanied by a cover letter, are also the basis of the application for merit by the non-tenured faculty member.

- ii. Non-tenured Faculty Criteria

The following criteria, standards and procedures will be considered in evaluation of non-tenured faculty for retention. These criteria are consistent with those applied in promotion and tenure consideration.

1. Progression toward the possession of the terminal degree and/or the requisite number of graduate hours toward the doctorate and experience requirements. Requests for exceptions are considered only in unusual circumstances and must be made at the initial employment. (See Academic Rank qualifications.)
2. Excellence in teaching as evidenced by recent and regular evaluations and classroom visitations. Each semester the non-tenured faculty member will have all courses evaluated by the students at the end of the term.

By March 1 annually, a scheduled classroom visitation shall be conducted in the following manner: year 1, by a faculty peer as determined by the department/school, year 2, by the Department Chair/School Director, and year 3, by the College Dean. This rotation shall be repeated one time or until the faculty member earns tenure. The evaluator shall contact the faculty member to schedule this visit at a time convenient for the evaluator and the faculty member. The classroom evaluator shall prepare a written evaluation using the Classroom Visitation Evaluation Form of the observed teaching effectiveness. This teaching evaluation will be shared with the faculty member in a face-to-face conference prior to being included in the faculty member's annual evaluation documents. If at any time it is deemed that the faculty member needs mentoring beyond what the College and/or department/school can provide, the Dean of the College may call upon the Director of the

Ruth Scarborough Library, Director of Teaching and Learning, the Instructional Designer and others as additional resources.

3. Professional growth as evidenced by scholarly research or creative work appropriate in the discipline or field of appointment. Such evidence may include publication, presentation of scholarly papers at professional forums, participation and/or recognition in juried shows, recitals, or other achievements of professional stature.
 4. Evidence of professional service, manifested in activities that add to the positive image of the discipline, the department/school, the College, Shepherd University, and the State of West Virginia, including involvement in professional organizations at the national, regional, and state level.
 5. Plans for next year. The faculty member shall comment on plans and goals for next year, including courses to be taught, service assignments, and any plans for research and creative activities.
- iii. Evaluation conference. By April 30, after the collection and consideration of the evaluation data, the College Dean will formally conference with the non-tenured faculty member. This discussion will be the basis of a report and/or recommendation made to the Provost/VPAA. The faculty member will sign the annual evaluation agreeing or attach a rejoinder.

c. Tenured Faculty Evaluation Process

An annual report of activities shall be prepared by all tenured faculty members and submitted to the Department Chair/School Director and the College Dean by March 1.

Student evaluations: Each semester, the tenured faculty member will have all courses evaluated by the students at the end of the term.

After earning tenure, evaluations are conducted in the following manner:

The first year after earning tenure, the faculty member submits a self-evaluation via an annual report that includes a summary and/or discussion of student course evaluation and a report of professional activities to the College Dean and the Department Chair/School Director. These are archived by the Department Chair/School Director and the College Dean.

The second year after earning tenure, the faculty member submits an annual report that includes a summary and/or discussion of student course evaluation and a report of professional activities to the College Dean and the Department Chair/School Director. The Department Chair/School Director will prepare a written evaluation of the department members based on the student evaluations and the annual report. The College Dean will prepare an evaluation of the Department Chair/School Director. This written evaluation is shared with the Department Chair. Each faculty member will be given the opportunity to respond in writing to the Chair/Director's or Dean's evaluation. This evaluation is archived by the College Dean and the Department Chair/School Director.

The third year after earning tenure, the faculty member submits a self-evaluation via an annual report that includes a summary and/or discussion of student course evaluation and a report of professional

activities to the Department Chair/School Director and the College Dean. This report is archived by the College Dean and the Department Chair/School Director.

Fourth Year Evaluation by the College Dean: Every fourth year after earning tenure each full-time tenured faculty member will be evaluated by the College Dean. Each semester, the tenured faculty member will have all courses evaluated by students at the end of the term. Additionally, in this same semester, a classroom visitation will be conducted. The College Dean, Department Chair/School Director and faculty member will come to mutual agreement as to who will visit the classroom and what class is to be visited. The Dean, the Department Chair/School Director or a peer evaluator may be selected to visit the classroom. Subsequent to the visit, a written evaluation shall be prepared by the evaluator, (Classroom Visitation Evaluation Form) and a face-to-face conference between the classroom evaluator and the faculty member will be conducted prior to the fourth-year evaluation by the College Dean. This evaluation form, and any rebuttal by the faculty member, will be forwarded to the College Dean and may be included in the faculty member's evaluation documents. This evaluation is archived by the College Dean and the Department Chair/School Director.

Should a faculty member receive sabbatical leave, or any extended leave, the four-year rotation is suspended for the period of the leave and will resume when the faculty member returns from leave.

Special Provision relating to Deans, Department Chairs/School Directors, and all Faculty Personnel Policies

Effective July 22, 2016, notwithstanding any other provision of the Faculty Handbook, in relation solely to the School of Nursing and faculty assigned to it at the undergraduate or graduate level:

1. The School Director of Nursing shall be the immediate supervisor of all department faculty.
2. Promotion and Tenure and pre-Tenure processes are not modified in any manner by these Special Provisions.
3. Each full-time faculty member in the school shall submit a copy of the Annual Report to the Director contemporaneous with submission to the Dean.
4. The Director of Nursing shall complete the performance review of every faculty member each year after the submission date for the Annual Reports and prior to April 10. The performance review will be submitted to the faculty member, with copies to the Dean and the Provost/VPAA.
5. The Dean of the College shall complete a "Dean's Evaluation" of faculty in the department consistent with provisions of the Handbook providing for evaluations by the Dean. These will be completed following the Director's Annual Evaluation. Copies of the Dean's Evaluation will be submitted to the faculty member evaluated, the Director, and the Provost/VPAA.
6. In the instances of part time or full-time faculty who are not evaluated by the Dean under the provisions of the Handbook, after receiving the Annual Performance Evaluation by the Director, the

faculty member may request a Dean's Evaluation to be completed also, at the faculty member's discretion. Such a request should be submitted in writing to the Dean within two weeks of receipt of the Annual Performance Evaluation, and the Dean shall be expected to complete the Dean's Evaluation before July 1.

See Appendix D for Process, Timeline, and forms for annual evaluation of faculty and academic administrators.

20. Merit Process (Excerpt from Board of Governors Policy 26 – Salary Policy)

- 2.1 Each year, or from time to time as deemed appropriate, the President shall present to the Board a plan for the distribution of general salary increases to employees of the University. This plan shall address increases for all employees other than the President.
- 2.2 The general salary increase plan shall be developed after state-wide salary mandates have been accounted for. Statewide salary mandates shall include salary increases for faculty promoted in rank and required incremental funding of the classified employee 'entry rate', if applicable.
- 2.3 After the cost of state-wide salary mandates has been separately accounted for, the President's general salary increase plan shall be submitted to the Board for approval.
 - 2.3.1 The plan shall reflect separately the total projected costs of aggregate salary increases for faculty, for non-classified employees, and for classified employees.
 - 2.3.1 The plan shall reflect the aggregate percentage increase in salary to be paid to faculty, non-classified, and classified employees.
 - 2.3.2 The percentage of aggregate increase in salary for each of the three groups of employees shall be comparable, but not necessarily equivalent; provided, that the President may present in the plan a proposal for non-comparable percentage increases among the three groups, for good cause shown.
- 2.4 The Board shall act, in response to the plan submitted, to establish the aggregate dollars to be allocated each year for general salary increases for each of the three groups of employees. The aggregate increase in dollars shall be distributed in accordance with Sections 3, 4 and 5 of this Policy.
- 2.5 Temporary salary enhancements which were distributed in fall 2010 shall not expire on June 30, 2011. For classified and non-classified staff, the enhancements shall be in all respects a part of base salary. For faculty, the enhancements shall expire on September 30, 2011 and effective October 1, 2011 faculty salaries shall be adjusted as provided in Section 2.6.
- 2.6 Effective only for October 1, 2011 salary increases, after the salary increase pool for the three categories of employees are established, the University shall integrate the faculty salary increases amounts that were distributed to faculty in October 2010 into the fall 2011 faculty salary pool, and the faculty salary increases shall be calculated from the September 30, 2010 salaries.

SECTION 3. FACULTY SALARY POLICY

The total dollars for this increase in aggregate faculty salaries shall be distributed among full-time faculty as follows:

- 3.1 The Distribution of Faculty New Pay Monies Each Fiscal Year

3.1.1 Salary Inequities Distributions: The Provost/VPAA shall distribute ten (10) per cent of the faculty salary increase pool at the discretion of the Provost/VPAA to address salary compression, market and experiential disparities.

3.1.2 Cost of Living Allocations: Of the remaining 90% of the salary increase pool after Section 3.1.1 is implemented, forty (40) per cent of the remaining amount shall be distributed among all returning full-time faculty, in equal amounts per person.

3.1.3 Merit Pay Allocations: Of the remaining 90% of the salary increase pool after Section 3.1.1 is implemented, sixty (60) per cent of the remaining amount shall be distributed on the basis of merit pay.

3.1.3A The Merit Evaluation Committee.

- i. The merit evaluation committee will consist of ~~14~~ [13, as no coach is eligible] members.
- ii. Three faculty members will be elected by their respective Colleges/departments/schools, ~~plus 1 coach~~ and 1 librarian elected by ~~the athletics department and~~ the library faculty. The ~~coach and the~~ librarian will consult with each merit subcommittee as to how candidates in their departments fit into the merit award categories.
- iii. New committee members will be elected before February 1st.
- iv. The Merit Evaluation Committee members serve a three-year term and are not eligible for Merit Evaluation committee membership for one year following that term. The terms are staggered.
- v. Not later than February 15, the Merit Evaluation Committee will be convened for an initial meeting for the election of a Chair and Vice Chair. A candidate for the Vice Chair must have a minimum of one additional year, beyond the current year, remaining in the term. The initial meeting is convened by the former Chair, if still a committee member; otherwise, by the former Vice Chair. If both the former Chair and Vice Chair have left university employment or are otherwise unable to convene the meeting, the initial meeting shall be convened by the joint direction of the Provost/VPAA and the President of the Faculty Senate.

3.1.3B Description of Merit Awards.

- i. There will be three separate areas in which merit pay will be awarded, instructional performance, professional/institutional service, and professional development. The ~~1413~~-member committee will break into three subcommittees to evaluate proposals in each of the aforementioned areas. The librarian and the coach will consult on the application of any member of their departments/schools who applies for merit.
- ii. An applicant will not qualify for merit in one area unless he/she is deemed to be meeting expectations in the other two areas. In the process of the evaluation, if a subcommittee does not find that an individual has exceeded expectations in the award area and has met expectations in the non-award areas, the committee, with at least 2/3 membership present, will review the application and make the final recommendation.

3.1.3C Application for Merit Awards.

- i. Applying for a merit award is voluntary.
- ii. Any full-time faculty member including librarians and coaches can apply for merit.
- iii. To apply for merit, each candidate must comply with the following to be eligible for merit evaluation:
 - a. Submit a single-spaced letter of application, not to exceed one page.
 - b. The letter of application must expressly designate the merit award area (one of three) for which he or she is applying in a memo-style header at the top of the page.
 - c. Within the one-page limitation, the application letter may describe why the applicant deserves merit.
 - d. A full and true copy of the annual report must be submitted to the applicant's College Dean. The annual report is the substantive basis for making the merit evaluation as to any applicant. Therefore, applicants for merit pay should be very liberal in the quantity and quality of the information included in their annual report.
 - e. Other than an exact copy of the annual report, as submitted to the Dean, the applicant may only submit the one-page application letter. These two documents constitute the entire application for merit pay. No additional document of any type may be submitted to the Merit Evaluation Committee beyond the annual report and the one-page application letter.
- iv. Merit award applications will be submitted to the Merit Evaluation Committee by uploading it into Sakai, or any successor online learning system of the University, as directed by the Committee Chair, at the same time as the Annual Report as stated in the faculty handbook. The mandatory deadline for submission of merit applications is 4:30 p.m. on the date that Annual Reports are due. No amendment of an application may be made by an applicant after that deadline.
- v. The committee may ask for additional materials, including student evaluations, to support a merit application.
- vi. A candidate must apply for merit, meet all deadlines, and supply any supporting materials requested by the committee in order to be awarded merit pay.

3.1.3D Responsibilities of the Merit Evaluation Committee.

- i. The Merit Evaluation Committee shall be responsible for evaluating and determining merit awards for faculty who apply and are deemed to be meritorious in the specified area.
- ii. The Merit Evaluation Committee may propose amendments to the merit process.

3.1.3E Categories of items to be considered under each of the three separate categories of merit pay:

Instructional performance, professional/institutional service, and professional development are critical parts of faculty life. Meeting expectations in these areas is not the same as performing these tasks meritoriously. Those with faculty status have many alternatives in fulfilling these requirements. The following is a list of the types of items that should be considered by those for making merit decisions. Candidates may include

these areas in support of their merit proposal but should not limit themselves to these areas.

- i. Instructional Performance
 - student and other evaluations
 - course development and/or revision
 - course materials
 - assessment activities (course-related)
 - teaching strategies and techniques
 - advising
 - supervision of individualized study
 - deemed to be meeting expectations in professional/institutional service
 - deemed to be meeting expectations in professional development
- ii. Professional/Institutional Service
 - service to professional organizations
 - discipline-related community service
 - public service in support of the university mission
 - campus in-service presentations
 - program coordination/academic leadership
 - service to on campus committees
 - deemed to be meeting expectations in instructional/professional performance
 - deemed to be meeting expectations in professional development
- iii. Professional Development
 - publications (peer reviewed)
 - juried art/music and other creative activities
 - grant activity
 - presentations at learned forums
 - attendance at workshops, seminars, and learned forums
 - consulting and contracted research
 - on-going research
 - academic awards and honors
 - deemed to be meeting expectations in professional/institutional service
 - deemed to be meeting expectations in instructional/professional performance

3.1.3F Evaluation Procedures.

For those applications which meet the mandatory eligibility requirements, the primary principle guiding the performance evaluation of faculty for merit awards will be the quality of work produced as well as the quantity.

The following rubrics are meant to provide general guidelines, but do not provide all-inclusive descriptions of the three faculty performance areas. These descriptors should

not be considered a checklist. They are intended to guide faculty in general terms about performance expectations of the University.

Instructional/Professional Performance Descriptors

Exceeds Expectations

Outstanding teaching ratings; very active in improving teaching effectiveness (such as submission of a teaching grant, workshop attendance, etc.); extensive contribution in curriculum review/revision; new course development, developing and teaching a web-based course, and being a guest lecturer in another class, creative intellectual engagement outside the classroom.

Meets Expectations

Competent teaching; achieves course objectives; active efforts to improve teaching effectiveness; appropriate design and delivery of course materials; appropriate course content; upgrades individual courses as necessary; makes positive contributions to curricular review/revision as necessary; maintains appropriate office hours (punctual and available), work in curriculum review/revision as necessary.

Service Descriptors

Exceeds Expectations

Active state, regional, or national professional service related to the profession, significant university service, significant community service related to the profession, service award recipient. Professional leadership in area of interest; strong community service related to the profession, or active participant in professional meetings.

Meets Expectations

Active contributor in University/College/department committee work. Active in service to the profession and in the community.

Professional Development Descriptors

Exceeds Expectations

Publications in refereed national/international journals; publication of invited review papers in peer reviewed journals; published book or monograph; recipient of faculty, regional or national research award; designation as a scholar lecturer at regional level or above in a professional organization, invited symposium speaker at a regional or national professional meeting, or invited research seminar speaker at another department or University. State or National/international refereed publications and/or book chapter(s); award of external grant or active external grant. Presentations at the national level. A refereed publication plus or an

award of an internal research grant, submission of an external research grant which was not awarded.

Meets Expectations

Presenting a workshop on campus, Creative activities (juried art, music and other creative endeavors or attending professional conferences).

3.1.3G Awards.

- i. The Merit Evaluation Committee shall prepare a written evaluation of each application for merit pay which describes the specific meritorious accomplishments or deficiencies which prevent merit award and shall make a written recommendation of who will receive the merit awards.
- ii. For applicants recommended unfavorably, the evaluation and recommendation against merit pay shall be copied to the applicant when sent to the Provost/VPAA.
- iii. The entire files of the applications and the Committee's evaluations and recommendations shall be forwarded to the Provost/VPAA within 40 days of the application deadline. Applicants who are not recommended favorably by the committee may submit to the Provost/VPAA a one-page response to the committee recommendation within 10 days of receipt of the recommendation.
- iv. Within 30 business days of receipt of the files, the Provost/VPAA shall forward his recommendations together with the entire Committee files to the President for a final decision.
- v. All merit award recipients, regardless of category, will receive the same dollar amount per award.
- vi. In the event that there is no money in a given year for merit awards, the merit awards will roll over to the next year and they will split the money with the recipients from the next year.
- vii. The merit awards will be made public. A newsletter will be sent to all faculty members listing the award recipients in each category.
- viii. All of the timelines set forth in this subsection 3.1.3G are guidelines; when special circumstances occur, these guidelines may not be achievable. These timeline guidelines do not extend any right to any applicant. No applicant becomes entitled to merit pay by default, nor does any applicant have any right to compel action by any particular date, due to any failure of either the Committee or an administrator to meet a timeline provided for in this subsection.

- 3.2 Salaries of faculty in phased retirement shall be set as provided for in the applicable policy. The adjustment of faculty returning from leave of absence and exigent cases in the interest of retaining current faculty shall be at the discretion of the Shepherd President.
- 3.3 The President may, by written designation, exempt up to five percent of all full-time faculty from the provisions of this policy. The purpose of this provision is to allow for special cases, such as faculty funded by external soft money, whose increases might sometimes be smaller, or none at all, based upon the external support.

21. Appeals/Grievances/Hearings

a. Statutory Grievance Process

Any faculty member may initiate a grievance pursuant to [WV Code 6C-2-1, et seq.](#) for resolution of work-related disputes excepting pension or insurance matters. The statutory process requires initiation of the grievance within 15 workdays of the occurrence or action giving rise to the grievance. Details and forms are available at the Office of Human Resources.

b. Internal Grievance Process

The following University procedures are available for all faculty grievances not related to dismissal, termination, non-retention and denial of promotion. This faculty grievance recourse is a systematic method whereby individual faculty grievances can be reasonably presented and reviewed, and action taken related thereto. Grievance action shall be resolved at the earliest possible stage. This process is an alternative to the Statutory Grievance process and is not used if the employee elects to pursue a statutory grievance process.

Level One: The faculty member will first seek a resolution of the grievance through informal discussion with the Department Chair/School Director. If informal discussion does not lead to resolution, then the faculty member shall seek a formal resolution by conveying in writing to the College Dean the grievance and the remedy sought. Within fifteen (15) working days of receiving the written grievance the College Dean, after appropriate consultation with all involved parties, including the faculty member and the Department Chair/School Director, will respond in writing to the grievant.

Level Two: If not satisfied with the resolution at level one, the faculty member shall forward a copy of the grievance, within fifteen (15) working days, to the Provost/VPAA. The faculty member shall notify the Chair and College Dean, in writing, that this step has been taken.

Within fifteen (15) working days of having received notice from the faculty member that the grievance is being taken to level two, the Dean shall submit a written report concerning the disposition of the grievance at level one to the Provost/VPAA. Within fifteen (15) working days of receipt of the report from the Dean, the Provost/VPAA shall render a decision in writing. Copies of the Provost/VPAA's decision shall be provided to the faculty member and the Dean. In no case shall informal discussion or attempts at informal resolution of the grievance be precluded at level two.

Level Three: If not satisfied with the resolution at the Provost/VPAA's level, then the faculty member should forward to the President a copy of the grievance, along with the response of the Provost/VPAA, and supporting documents.

In reaching a decision, the President may hold a meeting of the concerned parties and/or may refer the issue to an appropriate committee for its recommendation. The President shall notify the grievant of the decision within fifteen (15) working days of receipt of the recommendation of the committee, or of the receipt of the appeal at level three, whichever is longer.

If the aggrieved faculty member is a Department Chair/School Director, then the appeal would be initiated at level two.

If there is substantial evidence that the grievance is the result of action taken solely by the President, and that the President therefore cannot remain disinterested or objective in the final resolution of the issue, if evidence of injury is provided, and if a remedy is feasible, then a faculty member may so state in a petition to the Chair of the Board of Governors requesting that the issue should be addressed by him or her.

22. Sabbatical Leave

a. Purpose

Sabbatical leave may be granted to a faculty member for the purpose of research, writing or other activity calculated to contribute to professional development and the usefulness of the faculty member to the University.

b. Eligibility

Any person holding faculty rank of Professor, Associate Professor, or Assistant Professor is eligible for sabbatical leave after the completion of at least six years of full-time employment at Shepherd University. After completing a sabbatical leave, a faculty member shall not again be eligible until the seventh subsequent year.

c. Conditions Governing the Granting of Sabbatical Leave

The awarding of sabbatical leave is not automatic but is contingent upon the merits of the request, availability of funds and the instructional needs of the University.

d. Compensation

A faculty member on sabbatical leave shall receive full salary for no more than one half of the contract period or half salary for no more than the full contract period.

e. Procedures and Selection Process

Any eligible faculty member may apply for a sabbatical leave by submitting a written proposal to the Professional Development Committee using a Sabbatical Leave Request, Summary Sheet. Acceptable proposals will be those for substantial research, writing, continuing education, or other activities or professional growth and development for the faculty member, which will also be of benefit to the University. Such proposals must include in detail the statement of purpose, objectives or goals, rationale with explanation of how leave would assist you professionally, program design and activities, timetable, supporting documents and a letter from the faculty member's Department Chair/School Director, or, if the applicant is a Department Chair/School Director, a letter from the faculty member's College Dean or, if the applicant is a College Dean, a letter from the Provost/VPAA supporting or not supporting the proposal.

To apply for sabbatical leave for a particular academic year, a faculty member must submit a proposal by **November 15** of the preceding academic year. Exceptions to these deadlines may be granted by the Committee only in rare circumstances.

The Professional Development, Faculty Salary, and Welfare Committee will consider all eligible applications for three one-half academic year sabbaticals at full pay, and three full academic year sabbaticals at one-half pay for the academic year, or at such lesser numbers of sabbaticals as may be established by the University on an interim bases due to budget conditions. Each sabbatical applicant should clearly note in his/her application which type of sabbatical he/she is applying for. The Committee, in writing, will forward its sabbatical recommendations to the Provost/VPAA. Taking the recommendation of the Committee into consideration, the Provost/VPAA will review all proposals recommended by the Committee and make a recommendation to the President. Within three weeks of the deadline for submitting applications, the President shall receive from the Committee and the Provost/VPAA, their recommendations.

f. **Obligations of the Faculty Member**

An applicant for sabbatical leave shall submit in writing a detailed plan of activity, which he or she proposes to follow.

In accepting sabbatical leave, a faculty member shall sign a statement indicating that he or she is aware of and agrees to all conditions of the leave as specified herein.

While on sabbatical leave, a faculty member may not accept remunerative employment without the written consent of the President. Fellowships, grants, assistantships, and similar stipends shall not be considered remunerative employment.

Upon completion of a sabbatical leave, a faculty member shall file with the chair of the "Professional Development Committee," the Provost/VPAA, and the President a written report of scholarly activities while on leave.

A faculty member is obligated to return for a full year of service upon completion of the leave. Failure to return will obligate the faculty member to fully reimburse the institution for the salary received during the period of the leave.

g. **Obligations of the University**

A faculty member's position, status, and rank shall not be adversely affected solely by his or her absence.

23. Faculty Professional Development Reassignment

The College Deans and the Provost/VPAA have agreed to reallocate resources necessary for faculty professional development. The release time will include four courses per academic year. The Professional Development Committee has established the following criteria that a faculty member must meet to be eligible for one of these awards.

a. Purpose

Priority for approval should be given to proposals that provide and advance value in the applicant's field and will have a tangible outcome, e.g., a manuscript, a performance, or exhibition, etc.

b. Eligibility

Any person holding faculty rank of Professor, Associate Professor, or Assistant Professor is eligible to apply for a Faculty Professional Development Reassignment after completion of at least four years of full-time employment at Shepherd University. After completion of a faculty Professional Development Reassignment, the faculty member shall not again be eligible until the third subsequent year.

c. Conditions Governing the Granting of a Faculty Professional Development Reassignment

Prior to the end of the first semester of each year, a faculty member must request, and both the Department/School and the College Deans must affirm in writing to the Committee, that the faculty member who is requesting release time is eligible. The candidate must submit a final proposal on the first day of classes in the Spring Semester of the preceding academic year. The candidate will specify the academic semester for which this award shall apply. If the proposal involves human subjects or otherwise needs clearance through the Institutional Review Board (IRB), the faculty member must obtain this clearance prior to submitting the proposal for consideration.

d. Procedures and Selection Process

Each College will be allocated one three-hour release time per year. If a College has no qualified candidates, that College's allocation shall be awarded to the next most qualified candidate from a College that has already been awarded a position.

All proposals shall be submitted to the Chairperson of the Faculty Development Committee. The Committee will forward all final recommendations to the Provost/VPAA.

Acceptable proposals will be those that provide and advance value in the applicant's field and will have a tangible outcome. Evidence of value in the applicant's field must be included within the supporting letters from both the candidate's Department and College Deans. Both letters must affirm the value of the project to be undertaken. Proposals must include a detailed statement of purpose, objectives or goals, and rationale. A detailed explanation of how this release time will assist the candidate professionally must also be included.

Upon completion of a Faculty Professional Development Reassignment, the faculty member shall file a brief written report of scholarly activities while on Reassignment to the Department Chair/School Director, College Dean, Professional Development Committee, and Provost/VPAA. The faculty member is also encouraged to make a presentation before the Faculty Research Forum.

24. Master Faculty Professor

Designation of "Master Faculty Professor" shall be at the discretion of the Provost/VPAA. This position shall be a part time, non-benefits employment status for one academic year. To be eligible for "Master Faculty Professor," an individual must meet the following criteria:

- a. have served Shepherd University as a full-time, tenured faculty member for a minimum of five years.

- b. have tendered a letter of resignation from the full-time, tenured position held.
- c. have a supporting recommendation by the Department Chair/School Director.
- d. have a supporting recommendation by the College Dean.
- e. have an established Shepherd University record of achievement that meets the University's Merit Pay criteria.*
- f. have a record of excellence in teaching.**

Persons who meet the above criteria shall be reviewed and assessed by the academic Deans and the Provost/VPAA for candidacy as "Master Faculty Professor." This review and assessment will include the candidate's merit record and other criteria as appropriate. During a given academic year, the position of "Master Faculty Professor" shall only be issued in a department where the teaching assignment of a given appointee effectively replaces the equivalent of a department's necessary adjunct faculty teaching load of nine credit hours. The "Master Faculty Professor" position will not be used as part of the justification for reducing faculty lines in a given academic department.

The "Master Faculty Professor" will teach a minimum either of; a) nine credit hours during the fiscal year, i.e., fall, spring, or summer terms; or b) six credit hours during the fall and/or spring semester, i.e., the entire six credit hours maybe taught in one semester. After consultation with the Department Chair/School Director, the candidate may teach a maximum six-hour load in fall or spring term and a maximum three-hour load for one summer term. However, tenured and tenure-earning full-time faculty members are to be given priority in the assignment of summer courses.

Exceptions to this assignment will occur only under extraordinary circumstances and only upon the recommendation of the Department Chair/School Director and the College Dean, with the approval of the Provost/VPAA.

As a regular member of an academic department, the "Master Faculty Professor" shall have full and equal voting and participation rights as to all affairs of the department, unless otherwise expressly provided for in this Handbook. The "Master Faculty Professor" will be expected to perform non-instructional service that is generally at or near 30% of the standard non-instructional duties of full-time faculty. This service might include one or more of the following: advisement, departmental business, or campus committee work. The specific allocation of non-instructional service shall be coordinated with the Department Chair and Dean. The College Dean shall administer institutional commitments of office space and other support for the "Master Faculty Professor".

The nine-month salary for a "Master Faculty Professor" shall be \$12,000.00 for nine credit hours. The six-credit hour salary for a "Master Faculty Professor" shall be \$8,000. Renewals following the first year shall be at the discretion of the Provost/VPAA. Generally, the maximum period of service as a "Master Faculty Professor" shall be five years.

After consultation with the Department Chair/School Director and the "Master Faculty Professor," the College Dean shall perform an annual review of the appointee's completed work effort. If the appointee seeks an additional contract, the Dean shall draft an agreement of specific duties to be performed by the appointee during the next contract year, should that contract be renewed. The written review and statement of duties, if applicable, shall be forwarded to the Provost/VPAA for examination and appropriate action.

*The University Merit Evaluation Committee recommendation for the applicant will be utilized in the assessment of the candidate meeting this criterion.

** For the purpose of establishing “excellence” in teaching, the Department Chair/School Director, Dean, & Provost/VPAA will review the three immediate past years of the candidate’s student evaluations of teaching as a part of the review. To further support “excellence” in teaching, the candidate may submit additional materials.

25. Emeritus/a Status

The title emeritus/a may be conferred upon members of the faculty at the time of retirement. Such title does not, however, automatically entitle its bearer access to institutional resources, but emeriti may be granted limited uses of such resources upon the approval of the President.

To be eligible for appointment to emeritus/a status, retiring faculty must have completed at least a total of 10 years of service at Shepherd University, be nominated by their department/school, and recommended by Deans’ Council to the Provost/VPAA.

26. Personnel Actions and Procedures

a. Notice of Appointments

The Provost/VPAA, under the authority of the President, makes all appointments of full-time personnel at the University after consultation with appropriate major administrators and reports those actions to the Board of Governors. Negotiations for an appointment are not binding on the University unless offered in writing by the Provost/VPAA.

Every appointment is for one fiscal year or part thereof, in accordance with and in compliance with the annual budget of the Board of Governors, or supplementary actions thereto, as provided by law.

Every appointment will be in writing. A copy of a notice of appointment will be furnished to the person appointed. Such notice will contain terms and conditions of the appointment.

Notices of appointment for each fiscal year will be furnished to appointees following receipt of the Board of Governors' budgetary allocations or approved expenditure schedule. Provisions for the signature of the Provost/VPAA and the employee will be included on the notice of appointment. The Provost/VPAA's signature will constitute an offer of employment subject to the stipulations in the notice. The employee's signature signifies acceptance of the appointment. The employee should return the signed form to the Office of the Provost/VPAA within fifteen (15) days from the date on the form, which appears below the Provost/VPAA's signature. Failure to return a signed appointment form within 30 days of receipt shall constitute an abandonment of position unless an advance written notice of a commitment to continue employment has been received from the faculty member.

b. Personnel Records

Upon employment by the University, all new employees must complete or submit documentation to begin their permanent personnel file. Faculty personnel files are located in the Office of the Provost/VPAA and the Office of Human Resources.

As a minimum each file will include official verification of the educational qualifications of each professional employee; official certification of any additional credits earned; and a personnel record on forms provided by the University.

The file of all employees must include a completed Employment Eligibility Verification form. In compliance with federal law, the University requires the supervisor to coordinate with the HR Office to assure completion of the required forms either before the first day of employment or with the first two days.

c. Access to Personnel File

Employees may have access to their personnel files when the University is normally open for business. Employees may examine their personnel files and the contents therein with the following exceptions: materials, which are gathered with the employee's prior agreement to forfeit his or her right of access such as references.

Routine identification of the employee must be established prior to providing access to the personnel file. A representative of the Office of the Provost/VPAA shall be present with the employee during the review of the record. The date, the time, and location of each review shall be recorded in the personnel file.

A copy of any material in the file, except as noted above, shall be provided to the employee upon request. A small copying fee may be charged. Documentation may not be removed from a personnel file by the employee. An employee may petition at any time for either the removal or addition of documents in his or her own personnel file. The Provost/VPAA may require employees to schedule an appointment to see the personnel file.

d. Outside Inquiries Regarding Personnel

All requests for employment verification must be received in writing. Such inquiries should be directed to the Payroll Accountant. For the protection of university employees, salary information and employment status will not be released over the telephone.

e. Notification of Changes in Personnel Information

It is the exclusive responsibility of each employee to report promptly changes in personal data, which impact personnel actions such as insurance coverage, payroll deductions, etc. Information is to be reported to all appropriate persons, agencies, and parties. Examples of information updates, which should be reported immediately, are changes in address, name, state or number of dependents, marital status, and the individual to be notified in case of emergency.

Notification must be in writing and a copy of such notification will be placed in the employee's personnel file as a permanent record that notification was made.

It is also the responsibility of the employee to provide official copies of transcripts or records certifying the award of additional educational diplomas or degrees. These records should be sent to the Office of the Provost/VPAA for inclusion in the employee's personnel file.

f. Affirmative Action, Equal Opportunity

Shepherd University is an affirmative action employer and extends equal employment opportunities regardless of color, race, sex, physical disability, age, religion, or national origin. These actions govern the work conditions, hiring, retention, promotion, and the fringe benefits and salaries of employees.

The review of applicants for faculty positions shall be made without regard to race, color, sex, religion, physical disability, age, or national origin. The final employment recommendation that is made to the President shall be accompanied by a report on the total field of applicants considered, and in the case of women and minority applicants specifically commenting on why the chosen applicant was the preferred person for the position. The Affirmative Action Officer will also monitor those reports.

The consideration of applicants for non-teaching positions shall also be made without regard to race, color, religion, sex, physical disability, age, or national origin. The Affirmative Action Officer will also monitor the applications for non-teaching positions, compiling applicant flow data which makes special reference to the disposition of applications received from women and from members of minority groups.

Hiring officers shall recruit, hire, train, and see that persons are promoted in all job classifications without regard to race, color, religion, sex, physical disability, age, or national origin. Only valid requirements will be imposed for qualification of employees for promotion opportunities. All personnel actions such as compensation changes, benefit changes, transfers, layoffs, return from layoff, training, education tuition assistance, social and recreation programs, will be administered without regard to race, color, religion, sex, physical disability, age, or national origin.

Shepherd University is in specific compliance with Title IX of the Higher Education Amendments of 1972. The University does not discriminate on the basis of sex in its educational program, employment program, activities, or admissions.

Title IX Coordinator: Anne Lewin, 304.876.5041, Gardiner 120, alewin@shepherd.edu

The University Affirmative Action Plan is described in its totality in a document, which is available in the Scarborough Library, the President's Office and the Office of Human Resources. Appeal and Grievance Procedures for persons with complaints of unlawful discrimination or harassment are set forth in the EEO/AA Plan.

g. Employment of the Disabled

Shepherd University has executed an Assurance of Compliance with Section 504 of the Rehabilitation Act of 1973, as amended. The University assures nondiscrimination in regard to disabled persons. This policy extends to the areas of employment, program accessibility, admission of students, accessibility of physical facilities, treatment of students, academic adjustments, housing, financial aid and employment assistance to students, and non-academic services. No qualified, disabled person shall, on the basis of disability, be excluded from participation in, be denied the benefit of, or otherwise be subject to discrimination under the program sponsored by Shepherd University.

The Director of Human Resources shall coordinate compliance efforts under this policy. Inquiries concerning the program should be referred to the Director. Specific questions concerning compliance in student programs and services should be directed to the Multicultural and Accessibility Coordinator in Student Affairs. Similarly, inquiries related to the instructional programs should be directed to the Provost/VPAA or the campus ADA Coordinator.

h. Sexual Harassment

Shepherd University is committed to fostering a safe, non-discriminatory and inclusive culture which promotes the civil rights of students, faculty and staff, as well as vendors, guests, visitors, and volunteers. Shepherd University does not discriminate on the basis of ability, age, ancestry, color, gender identity or expression, national origin, marital or family status, pregnancy, race, religion, sex, sexual orientation, veteran status, or any other characteristic protected by applicable law, in the administration of any of its educational programs, activities, or with respect to admission or employment as required by Title IX of the Educational Amendments of 1972, the Americans with Disabilities Act of 1990, as amended, Section 504 of the Rehabilitation Act of 1973, Title VII of the Civil Rights Act of 1964, and other applicable statutes and University policies.

Sexual or Gender-based Harassment, including sexual assault, intimate partner violence and stalking, are forms of sex discrimination and will not be tolerated at Shepherd University. The University encourages all members of the campus community to report incidents of gender-based harassment, discrimination, or violence so that the University can respond and maintain a safe living and learning environment through both prevention education measures and an equitable resolution of all reports. Any individual reporting discrimination is protected from retaliation. The University will provide supportive measures, resources, and options for resolution of complaints. The University response is designed to eliminate any hostile environment presented, stop the conduct at issue, prevent its recurrence, and address its effects.

Please find additional policy information here: <https://www.shepherd.edu/title-ix>

i. Consensual Amorous Relationships

The appearance of a compromising conflict of interest, or of coercion, favoritism or bias in educational or academic evaluation is prejudicial to the interest of Shepherd University, its members, and the public interest, which it serves. Amorous relations between faculty members and students with whom they also have an academic evaluation role create such an appearance, even where the relationship is genuinely consensual. Such relationships are particularly susceptible to exploitation. The respect and trust accorded a professor by a student, as well as the power exercised by the professor in an academic or evaluative role, make voluntary consent by the student suspect. Even when both parties initially have consented, the development of such a relationship renders both the faculty member and the institution vulnerable to possible later allegations of sexual harassment in light of the significant power differential that exists between faculty and students.

Therefore, faculty members are advised against participating in amorous relationships with students enrolled in their classes or with students whom they otherwise evaluate, grade, or supervise. Similarly, faculty members should avoid situations requiring them to evaluate, grade, or supervise students with whom they currently have an amorous relationship. Whenever such a situation arises or is foreseen, the faculty members shall report the situation promptly and seek advice and counsel from an appropriate

administrative superior. That superior shall take effective steps to insure unbiased supervision or evaluation of the student.

For purposes of this policy, "faculty" shall include all full- or part-time university personnel who teach or carry out research, including graduate students and administrators with faculty status. Evaluative situations may include but are not limited to the following: supervising instruction; evaluating academic performance; supervising independent study; or serving on committees for awards or prizes.

j. [Drug-Free Workplace Policy](#)

k. [Tobacco Free Campus](#)

l. [Non-Discrimination and Civility](#)

Shepherd University is committed to developing and implementing appropriate strategies to achieve greater awareness, appreciation, and human understanding, both in the classroom and throughout the campus. We promote a campus culture that celebrates multiculturalism and diversity. We demonstrate this commitment through our acceptance and appreciation of all groups and individuals. We commend those individuals on our campus who practice civility daily by actively supporting and fostering differences at Shepherd University.

The university's Mission Statement demonstrates that it is our shared duty to create an inclusive culture where all members of the campus community are accepted. Therefore, as members of the Shepherd University community, we have agreed as a community on a common set of values:

- we are committed to the establishment of an open-minded campus that accepts and honors every one of its members;
- we work to support and enhance an environment that respects and endorses all efforts that celebrate the uniqueness of each individual;
- we continually strive to create a welcoming community in which educational, social, and recreational activities and opportunities are available to all of our members;
- we strive to avoid any actions, attitudes, or behaviors that disrespect, degrade or dehumanize any member or guest of this university; and
- we continually link academic inquiry and knowledge to meaningful values, thereby deepening human understanding and promoting the appreciation of culture, race, sexual orientation, age, religion, gender and gender identity.

The University provides opportunity to all prospective and current members of the student body, faculty, and staff on the basis of individual qualifications and merit without regard to race, color, sex, sexual orientation, gender identity, religion, age, national origin, or ability. The University neither affiliates knowingly with nor grants recognition to any individual, group, or organization having policies that discriminate on the basis of race, color, age, religion, sex, sexual orientation, gender identity, national origin, or ability, as defined by applicable laws and regulations and the University does not tolerate any such acts or policies of discrimination and/or harassment by any person or entity. This

commitment is expressly confirmed in the Shepherd University Board of Governors Social Justice Policy. Timely and effective resolution of such issues is an important value of the University community.

Any student who feels that they have been discriminated against by the University or by any person has a wide array of options to seek redress, and that is encouraged. The implementation of the formal investigative review processes of the Social Justice Policy is coordinated by the University Ombudsperson, Stacey Kendig (304.876.5516), and the Equal Opportunity/ Affirmative Action Officer (EO/AA), Marie DeWalt (304.876.5299). Informal review of concerns of discrimination can also be directed to either of those persons, as well as members of the Civility Response Team, Student Affairs (304.876.5214), Associate Provost for Faculty Affairs (304.876.5651), or to the Vice President who supervises the office or employee(s) of concern. Cases of gender discrimination in any form, including interpersonal violence, may be directed to the Title IX Officer, Anne Lewin (304.876.5041).

Students who have been discriminated against by another student may address complaints to the Student Affairs, located in the Student Center. In cases of gender discrimination in any form, including interpersonal violence, complaints may be directed to the Title IX Officer. Such complaints are handled through the Student Conduct policies. Students who have been discriminated against on campus or at a campus event by persons not part of the Shepherd academic community should direct their complaint to the Coordinator of Student Conduct or the Title IX Officer, as applicable. The Vice President for Student Affairs will take such action as is appropriate and possible, to prevent ongoing discrimination in any form which affects students.

Employees who feel they have been discriminated against can seek informal or formal review of the issue by their supervisor, their area vice president, the Ombudsperson, or the EO-AA Officer, and in cases of gender discrimination the Title IX Officer.

The University is committed to prompt resolution of complaints of discrimination. Persons responsible for discriminatory conduct will be sanctioned. Depending upon the circumstances, remedial measures may include mandatory training or, in some cases, expulsion of students or dismissal of employees.

External agencies can be a resource for any individual who feels their complaint of discrimination has not been fairly addressed by the University. The West Virginia Human Rights Commission and the Office of Civil Rights at the U.S. Department of Education each would have jurisdiction over such issues. Employees also have an option of utilizing the processes of the State Employees Grievance Act.

As our society struggles with the challenges of pluralism and civility, please know that everything you do to advance this effort is an important contribution to our university community and to our greater society.

27. Attendance and Absence

a. Punctuality

Promptness in being on the job, at the specified time, as well as completing the contracted work week is expected. When an employee cannot for any reason report to work on schedule or when an employee

will be absent from work it is the employee's responsibility to notify the supervisor. Advanced notice enables the supervisor to meet the obligations of the unit in the absence of the employee.

b. Leave of Absence Without Pay

A full-time regular employee upon application in writing and upon written approval by the President may be granted a continuous leave of absence without pay for a period of time not to exceed one year.

The President, at his/her discretion, may require the written approval of the supervisor before accepting the written application of an employee for a leave of absence without pay.

The President, at his/her discretion, shall determine if the purpose for which such a leave is requested is proper and within sound administrative policy.

At the expiration of leave of absence without pay, the employee shall be reinstated without loss of any rights unless the position is no longer available due to reduction of staff caused by curtailment of funds or a reduced workload. Failure of the employee to report promptly at the expiration of a leave of absence without pay, except for satisfactory reasons submitted in advance, shall be cause for termination of employment by the institution.

If a faculty member submits a request of leave of absence for an entire semester, then the following deadlines should be observed. Requests for leaves during the fall semester should be submitted no later than March 1 of that calendar year. Requests for the following spring semester should be made on or before October 1 of the preceding fall. Leaves of absence granted for requests submitted after these dates will be contingent upon the ability of the University to make satisfactory arrangements to fulfill responsibilities for the absent faculty members.

c. Illness and Other Absence

Faculty on nine-month appointments do not accrue sick leave days. Arrangements are to be made with the Department Chair/School Director for coverage of classes or other duties. Under extraordinary circumstances arrangements to cover classes or other duties because of faculty absence due to sickness may be made after consultation between the Department Chair/School Director, the College Dean, and the Provost/VPAA.

Faculty members should notify their Department Chair/School Director promptly concerning all absences from instructional duties. Notification is to be given even if arrangements have been made by the faculty member to cover responsibilities.

The Shepherd University form, Class Arrangements for Faculty Absences and Faculty Sick Leave Report, must be filed for each occasion of absence. Forms on which the cause for absence is indicated as personal illness or cause charged as sick leave must be filed with the Department Chair/School Director.

The University makes no deductions from salary for faculty absence from classes or other responsibilities because of illness unless: (1) the absence continues for more than a few days, or (2) in case of protracted illness, a substitute is employed. Such cases will be handled on an individual basis as

they arise. If a substitute is employed, the President must approve the temporary appointment. A Department Chair/School Director shall report absences from class or other duties to the Dean.

d. Parental Leave for Faculty

All full-time faculty (tenured, tenure-track, and non-tenure-track faculty) on 9-, 10-, or 11- month contracts who do not accrue sick/annual leave are provided parental leave benefits from Shepherd University with full pay and full benefits, as specified herein; specifically, these faculty will be released from teaching and other responsibilities upon any of the following (for which documentation is required):

- Birth of a child (including surrogacy)
- Guardianship of a child
- Adoption of a child

Faculty covered by this benefit who become parents, regardless of gender, are able to request and be granted paid parental leave during the regular academic year through a modification of assigned duties for one semester with no reduction in salary or benefits. The modification of assigned duties shall in no way be equivalent to less than half of an academic semester's release from duties (approximately seven weeks), and every effort will be made to address the unique needs of the faculty member while addressing the needs of the department and the University in planning such modifications of assigned duties. The faculty member will consult with their Department Chair/School Director, Dean, and the Provost/VPAA to arrange for the modification of assigned duties under this policy. Modifications could include, but are not limited to, a simple seven weeks of leave during the given semester; a reduction of 50% of faculty workload responsibilities over the course of a full semester; opportunities for the faculty member to cover at least 50% of their workload or 50% of the semester employing an online or blended delivery format rather than in-person or a compressed course format; and opportunities to cover half of a faculty's member's full semester workload in the semester(s) before and/or after the leave is taken, allowing for a full semester of leave.

The modification of, or release from, a faculty member's traditional duties would occur for the semester in which the birth/guardianship/adoption occurs. If the birth/guardianship/adoption occurs near the end of a semester, faculty may be released from or modify duties for the following semester in accordance with the policy outlined in the previous paragraph; if it occurs mid-semester, faculty will consult with their Department Chair/School Director, Dean, and the Provost/VPAA to determine when and how to best assume leave, taking into account the faculty member's anticipated needs. It is expected that regardless of timing, faculty will be granted and will take the equivalent of a half semester of release. Exigent circumstances may require extended release time beyond the half-semester timeframe (i.e. associated medical emergencies of parent and/or child, etc.), in which case, faculty will consult with their Department Chair/School Director, Dean, and the Provost/VPAA to establish arrangements that adhere to the equanimous spirit of this document, while simultaneously addressing the needs of the department, the institution, and the students it serves.

Faculty should request the modification of duties as soon as possible for the birth/guardianship/adoption of a child. The HR Office should be contemporaneously notified and will be engaged in discussions to ensure equitable treatment of the faculty member. Department Chair/School

Directors of faculty on parental leave are expected to address the teaching needs of their departments when faculty request leave.

This parental leave benefit is provided to all faculty covered by the policy. In all cases, whether parental leave is used pursuant to this policy or by 12-month faculty using sick-leave/annual leave, no person may discriminate against the faculty member or make any adverse judgment or action as to the faculty member based on use of parental leave. A participating faculty member will not be asked to teach extra course(s) before or after the leave, as an “offset” for the released/modified time.

The use of parental leave does not impact a tenure-track faculty member’s path toward tenure. However, the faculty member may choose, at their sole personal discretion, to apply for an extension of “tenure clock,” pursuant to the procedures specified in the Faculty Handbook for extension of the tenure-track period.

Justification for a parental-leave policy at Shepherd University:

- An established policy ensures that faculty across different departments and schools/colleges are treated equitably.
- An established policy protects faculty members from “punishment” for their parental responsibilities.
- An established policy protects the University from possible legal challenges arising from inequitable treatment of faculty and/or discrimination based on a faculty member’s parental responsibilities.
- An established policy enhances our ability to both attract and retain high-quality faculty, especially in an era of limited resources.

e. Witness and Jury Leave

Upon application in writing, a permanent, tenure-track, provisional or temporary employee of Shepherd University may be granted leave as a witness or juror. Annual leave will not be charged under the provisions of this policy.

When, in obedience to a subpoena or direction of proper authority, an employee appears as a witness for the Federal Government, the State of West Virginia, or a political subdivision thereof, the employee shall be entitled to leave with pay for such duty and for such period for required absence.

When attendance in a court is in connection with an employee's usual official duties, time required in going and returning shall not be considered as absence from duty.

When an employee serves upon a jury, or is subpoenaed in litigation, the employee shall be entitled to leave with pay for such duty for such period of required absence.

f. Military Leave

An employee who is a member of the National Guard or any Reserve Component of the Armed Forces of the United States shall be entitled to and shall receive a leave of absence without loss of pay, status, or efficiency rating, for all days in which engaged in drills or parades ordered by proper authority, or for

field training or active service for a maximum period of thirty (30) calendar days in any one calendar year ordered or authorized under provisions of state law.

Without loss of pay shall mean that the employee shall continue to receive normal salary or compensation notwithstanding the fact that such employee may receive other compensation from federal sources during the same period. Furthermore, such leave of absence shall be considered as time worked in computing seniority, eligibility for salary increase, and experience with the institution.

An employee shall be required to submit an order or statement in writing from the appropriate military officer in support of the request for such military leave. The terms of this policy shall not apply under the provisions of any Selective Training and Service Act, or other such Act whereby the President may order into active duty the National Guard and the Reserve Components of the Armed Forces of the Federal Government.

28. Faculty Recruitment and Hiring Procedures

a. Announcing the Position/Recruiting:

1. Dean receives permission from the Provost/VPAA to recruit for a position after the Provost/VPAA receives permission from the President. Rank and salary range are agreed upon and search budget approved.
2. Dean notifies the Department Chair/School Director of agreement to seek new faculty hire with rank and salary range agreed upon.
3. Department Chair/School Director appoints search committee chair and sets up Search Committee in compliance with the University, College, Department and/or EPPC policy. The search committee chair, after consultation with the College Dean and the Provost/VPAA, will ensure that the candidate(s) will be interviewed by personnel impacted by the hire.
4. Search Committee/Department Chair/School Director in consultation with the Dean writes Position Announcement which includes tenure status, starting date, what to include in application package-statement of teaching philosophy, letter of application, unofficial transcripts, reference letters, curriculum vitae and works with Human Resources to begin a job posting through the online HR system.
5. Human Resources posts the position in the online HR system and sends Position Announcement to such sources as may maximize racial and ethnic diversity and gender representation on the faculty. Human Resources places the ads in publications indicated on the job posting after discussion with appropriate Dean and send the notice of position opening to colleges and universities with large minority enrollments.
6. Search Committee schedules the Human Resources Director or designee to attend the first committee meeting to review AA/EEO requirements.
7. Applicants apply through the online HR system. They receive confirmation that their application was received.
8. Applicants may provide affirmative action information when they apply.
9. Electronic applications go directly to the Search Committee.

14. Selecting Candidate:

- a. The College Dean presents the established search budget to the Search Committee Chair.

- b. Search Committee reviews application packages, conducts a minimum of one round of video/telephone interviews and selects applicants to be interviewed on campus. The Committee conducts reference checks on any candidate who is considered for an on-campus interview. Up to three (3) applicants may be invited to the campus for an interview without prior permission of the Provost/VPAA.
 - c. The Search Committee arranges interview schedule for on-campus interviews with the Provost/VPAA, Dean, Department Chair/School Director, and Search Committee. Other stakeholders may be included during the on-campus interview. Candidates may be asked to teach a class as well. Provide CV to Provost/VPAA, Dean, and others who may require as part of the interview.
 - d. The Search Committee invites applicants to campus for interviews and provides applicants with state regulations regarding travel arrangements, reimbursable expenses information (hotel, airline tickets, travel expenses, settlement form, etc.).
 - e. The Search Committee sends applicant schedule for visit/interview. Should also send applicant information about Shepherd University, Shepherdstown, the region, hotels, map of the campus, etc. Many resources are available electronically at the Faculty Affairs webpages.
 - f. The Search Committee conducts interviews and completes additional reference checks as necessary. The College Dean, after consultation with the Provost/VPAA, shall either directly or through a designee, discuss salary with each candidate. The Dean, or the Dean's designee shall, after consultation with the Provost/VPAA, also discuss any special conditions of employment, e.g., time towards tenure that may be granted to the candidate consistent with University policy.
 - g. The Search Committee/College administrative staff works with the candidates for travel reimbursement and ensures verification of highest degree earned.
- a. After the Interview/Selection:
- 1. The committee determines and recommends all suitable candidates from the finalists brought to campus for an interview. The committee sends a memo listing the strengths and weakness of all acceptable candidates to the Department Chair/School Director (ranked or unranked).
 - 2. The Department Chair/School Director recommends suitable candidates from the list of acceptable candidates forwarded by the search committee and brought to campus for an interview. The Chair sends along with the committee's memo, a memo listing the strengths and weakness of all acceptable candidates to the College Dean.

Some departments may choose to vet candidates through a vote at a faculty meeting. In those instances the Department Chair/School Directors memo should reflect the spirit of the department vote but does not preclude the chair from making a different recommendation.

If the chair does not recommend a candidate forwarded by the committee, a meeting will be held between the Department Chair/School Director and search committee chair, and members of the search committee to explain the decision.
 - 3. The College Dean determines and recommends all suitable candidates from the list of acceptable candidates forwarded by the search committee and brought to campus for an interview. The College Dean sends along with the Department Chair/School Director's memo and committee's memo, a memo listing the strengths and weakness of all acceptable candidates to the Provost/VPAA.

If College Dean does not recommend a candidate forwarded by either the Department Chair/School Director or the search committee, a meeting will be held between the Department Chair/School Director, search committee chair, and members of the search committee and the Dean to explain the decision.

4. The Provost/VPAA determines and recommends all suitable candidates from the list of acceptable candidates forwarded by the search committee and brought to campus for an interview. The Provost/VPAA sends along with the memos from the College Dean, Department Chair/School Director and search committee, a memo listing the strengths and weakness of all acceptable candidates to the President.

If the Provost/VPAA does not recommend a candidate forwarded by the College Dean, chair or the search committee, a meeting will be held between the Provost/VPAA, the College Dean, the Department Chair/School Director, search committee chair, and members of the search committee to explain the decision.

5. The Provost/VPAA obtains the President's approval by email or by hard copy, signed memorandum of acceptable candidates.
6. Provost/VPAA notifies the Dean of hiring decision. Should the candidate wish to have the terms of the original offer reconsidered, the College Dean, or the Dean's designee, after consultation with the Provost/VPAA, will enter such discussions.
7. Dean makes offer to candidate and informs candidate that official offer letter from the University President will be sent by the Provost/VPAA and is reminded of necessity to send official transcripts to the Provost/VPAA. Dean informs candidate that first paycheck will be available four weeks after start date of contract.
8. Dean informs the Provost/VPAA of candidate's response by email or by hard copy, signed memorandum.
9. The Provost/VPAA's office in consultation with the General Counsel prepares offer letter with details of hiring secured from the Provost/VPAA, i.e., salary, rank, title, tenure status, acceptance of previous teaching experience, starting date, and reimbursable expenses.
10. The Provost/VPAA in consultation with the Department Chair/School Director and College Dean prepares a letter of hire that outlines expectations. This letter details the specific initial expectations developed by the department (program development, service needs, outreach, special projects, research/grants) outlined for the candidate. This letter should be reviewed annually for evaluation purposes by the Department Chair/School Director and the College Dean.
11. Provost/VPAA's letter is sent to the candidate setting forth the hiring details and including a contract to be signed and returned if the offer is accepted along with a form authorizing a background check.
12. Once a signed letter is returned to the Provost/VPAA, a copy of the offer letter and letter of hire is sent to the Dean and Department Chair/School Director. The Dean informs Department Chair/School Director/Search Committee of the candidate's acceptance. The Dean informs the College administrative staff, so information is ready to be entered into the HR system.

b. Completion of Hire:

1. Upon return of signed contract to the Provost/VPAA Office, the Dean is notified by Provost/VPAA. The Dean notifies the Department Chair/School Director and Chair of the Search

Committee.

2. Department Chair/School Director submits Hiring Proposal through the online HR system through approval hierarchy (Department Chair/School Director, Dean, Provost/VPAA, Administration and Finance, and Human Resources).
3. Chair of Search Committee notifies Human Resources to generate “rejection” email messages to all applicants who were not called for interviews. The chair of the search committee calls all candidates who were interviewed.
4. Files of all candidates are sent to the Dean who shall maintain them for three years.
5. When new hire arrives on campus, an appointment will be made with Human Resources to sign up for benefits, fill out state and federal tax forms with local address (if not done previously), complete I-9 form, complete drug and alcohol prevention form, be given paperwork to elect paycheck disposition (direct deposit, mailing, etc.) and be sent to the Rambler Office for I.D. Card and Public Safety Office for parking permit. New employees may not work beyond three days without completing the Federal I-9 form. If they have not completed it by their third day, they may not return to work until it is done.
6. Chair of Search Committee compiles record of search and, in writing, explains final decision if protected minority or female candidates were interviewed and not hired, and sends to the Provost/VPAA.

29. Searches for Academic Deans

1. External searches for academic Deans will be conducted under the auspices of the Office of the Provost/VPAA. The composition of the search committee will be determined by the Provost/VPAA in consultation with the personnel to be affected by the search. In the case of College Deans, each College department will elect a member or members to serve on the search committee.
2. A representative of the Provost/VPAA will be designated to serve as a member of all academic Deans search committees. This individual will initially convene the committee and conduct the election of a search committee chair. This individual will serve as a voting member of the committee.
3. The search committee members will elect a chair from among the tenured faculty members of the committee. Departments are strongly urged to have tenured faculty members serve on the committee.
4. The candidate(s) brought to campus will be interviewed by personnel selected by the search committee after consultation with the Provost/VPAA’s representative on the committee and the Provost/VPAA.
5. The search committee members will ensure that a written record of all committee meetings, votes, and recommendations is maintained and, once the search is completed, is placed on file in the office of the Provost/VPAA.
6. The search committee members will provide the Provost/VPAA with a statement that will indicate the committee's prioritized list of recommended candidates for the position, as well as the strengths and weaknesses of all candidates interviewed for the position.
7. In the case of an internal search for an academic Dean or in the conversion of an interim appointment to a regular appointment, the President may adapt these processes as appropriate to the circumstances of the specific position to be filled.

30. Outside Employment

a. Outside Activities on University Time

Appointments to a full-time position at the University are subject to the following conditions:

1. The employee shall render full-time service to the University. Outside activities shall not be restricted unless such activities or employment interfere with the adequate performance of duties. Periodic review of outside services will be conducted by supervisors.
2. If outside employment or service interferes with the performance of regularly assigned duties of the employee, the University has the right to make such adjustments in the compensation paid to the employee as are warranted by the employee's services lost to the University, and by the employee's use of institutional equipment and materials.
3. Faculty and all employees must avoid any outside employment or for-profit enterprise which might create any form of professional conflict of interest.

b. Consulting

The University encourages personnel to serve as consultants to area College systems, industries, and organizations. Naturally, the employee's responsibilities to the University will take precedence over requests from others for services, but if satisfactory arrangements can be made and approved by the employee's supervisors, the individual is encouraged to accept a request from a party desiring specified services.

The employee who accepts an invitation to serve as a consultant with supervisory approval will not receive a reduction in salary for the period of absence from work. For this reason, any person serving as a consultant while in the employ of the University is requested not to accept an honorarium for services. One exception to this policy will be if the requesting agency is willing to pay expenses for mileage, meals, and lodging. Then, the employee is encouraged to accept such payments, thus realizing a savings of university funds.

Requests for other exceptions to this policy should be directed to the employee's supervisor and to the respective major administrator, who will make a recommendation to the President. Extra compensation for teaching off-campus classes or classes outside the regular workday (non-faculty personnel) is not subject to this policy; nor are assignments accepted by employees on annual leave.

31. Termination of Employment

a. Voluntary Termination

Shepherd University accepts the [AAUP](#)'s positions that faculty mobility in higher education is desirable and that institutions and individuals both have responsibilities for ensuring that mobility is minimally disruptive to both. Upon accepting an appointment elsewhere, the faculty member should inform the Department Chair/School Director and College Dean promptly and in writing.

b. Voluntary Phased Retirement

A Phased Retirement System (PRS) shall be available for tenured full-time faculty. The Phased Retirement System shall include all of the following elements:

1. Beginning effective in the contract year immediately following an individual's 60th birthday, the individual may elect to contract with the University to enter the PRS. The period in which an

individual may enter the PRS shall last until the conclusion of the fourth contract period within which the individual would have been eligible to enter the PRS, and thereafter the eligibility will expire.

2. To enter the PRS an individual must notify in writing his or her Dean and secure the written agreement of the Provost/VPAA. Generally, notice must be given at least 6 months in advance of the proposed effective date. If such permission is granted, an individual who opts to enter the PRS will be offered continued employment by the University as a faculty member until the end of the fourth regular academic semester (i.e., fall and spring semesters) of participation. Employment during the summer semesters while in the PRS would be subject to the mutual agreement of the faculty member, the Department Chair/School Director, the College Dean and the Provost/VPAA. At the end of the designated period of phased retirement employment, the faculty member will have no vested employment rights with the University.
3. An individual who is in the PRS may, without penalty, at the end of any academic semester, opt to terminate his or her employment with the University as a phased retirement employee. If this option is taken, at the termination of employment in the PRS the individual will have no vested employment rights with the University.
4. The University will continue to provide an individual on phased retirement with all rights and privileges which are normally extended to faculty or staff who hold full-time status, except that benefits other than insurance benefits will be provided in proportion to the faculty or staff member's contract time during the semester in which he or she is employed by the University. Base Salary during the period of participation in the PRS shall be reduced to either 75% or 50%, as of the effective date of the PRS contract, based upon the faculty member's agreement to teach a 75% or 50% load. The faculty member's subsequent pay increases during the remainder of participation in the PRS will be exactly the across-the-board pay increases provided to faculty in each contract year, and no merit pay.
5. A PRS member may, in either contract year, opt to work with either a three-fourths time (75%) or a one-half time (50%) annual faculty academic year contract. The appropriate allocation of teaching and other assignments during the academic year will be determined by discussion between the PRS participant and the Department Chair/School Director, with the approval of the College Dean; provided that if an individual chooses to teach full-time in the spring semester, all pay will be received during the spring semester.
6. It is the responsibility of the individual who enters the Phased Retirement Plan to contact the Director of Human Resources, TIAA and other appropriate agencies to assure that the appropriate health insurance and other retirement options are properly maintained.
7. Notwithstanding the provisions of Paragraph One of this policy, any faculty member who is 60 years of age or older as of the effective date of the revised PRS policy shall have a minimum period of eligibility to enroll in the PRS of up to May 15, 2008.

c. [Dismissal of Faculty](#)

The dismissal of a faculty member shall be affected only pursuant to the procedures provided in these policies and only for one or more of the following causes:

1. Demonstrated incompetence or dishonesty in the performance of professional duties, including but not limited to academic misconduct.
2. Conduct which directly and substantially impairs the individual's fulfillment of institutional

responsibilities, including but not limited to verified instances of sexual harassment, or of racial, gender-related, or other discriminatory practices.

3. Insubordination by refusal to abide by legitimate reasonable directions of administrators.
4. Physical or mental disability for which no reasonable accommodation can be made, and which makes the faculty member unable, within a reasonable degree of medical certainty and by reasonably determined medical opinion, to perform assigned duties.
5. Substantial and manifest neglect of duty; and
6. Failure to return at the end of a leave of absence.

In dismissal for cause, the President shall institute proceedings by giving the faculty member a written notice by registered or certified mail, return receipt requested. The dismissal notice shall contain:

1. Full and complete statements of the charge or charges relied upon; and
2. A description of the appeal process available to the faculty member.

d. Termination of Faculty Due to Reduction or Discontinuance of an Existing Program

A faculty member's appointment may be terminated because of the reduction or discontinuance of an existing program as a result of program review, in accordance with appropriate policy relating to review of academic programs or by program review/reduction directed by the Board of Governors, providing no other program or position requiring equivalent competency exists. If, within two years following the reduction or discontinuance of a program, a position becomes vacant for which the faculty member is qualified, the President shall make every effort to extend first refusal to the faculty member so terminated.

If a faculty member is to be terminated as a result of program reduction, then the President shall institute proceedings by giving a faculty member written notice of such non-retention by certified mail, return receipt requested. The dates of formal notification shall be those specified in the policy on non-retention during tenure-track faculty status.

e. Termination Due to Financial Exigency

Declaration - Should the West Virginia Higher Education Policy Commission, the Board of Governors, or the President, determine, define, and declare that a state of financial exigency does exist, then the University shall have the right to take extraordinary action, including a selective reduction in personnel and a selective elimination or curtailment of units or programs in either the instructional or non-instructional areas of the University, or both. Such action shall be and for reasons consonant with the long-range educational mission of the University.

Presentation of the Plan - A specific plan for the reduction of personnel and programs or units in either the instructional or non-instructional areas, or both, shall be presented by the President in consultation with the major administrators. This plan, including the rationale used in determining the financial exigency and the rationale used by the University in recommending termination, shall be presented to Faculty and Staff. A reasonable period of time will be allowed for written comment on the plan, subject to the circumstances of the exigency.

1. Criteria

In considering where terminations should occur, the following factors, among others, shall be taken into consideration:

- role and contributions of the academic program or administrative unit within the University's mission.
- dependence of other programs or units upon the program or unit proposed for termination.
- quality and relative costs of programs or units.
- qualifications and performance of personnel within the program or unit.
- organizational arrangements which might serve as alternatives to termination.
- arrangements for phasing out the program or unit as an alternative to abrupt discontinuance.
- the effect on the institution's affirmative action compliance.

The conclusions reached ultimately remain at the sole discretion of the President and/or the governing board.

2. Termination of Personnel

When an employee terminates service with the University (voluntarily or involuntarily), the employee must surrender all keys issued to him/her and must account for all other property held in his or her custody.

A checkout form must be completed with appropriate signature assuring compliance and filed with the Vice President for Finance (CFO) before the last paycheck will be issued to the employee. The checkout forms for faculty are available in the Office of the Provost/VPAA.

B. Instructional Administration

1. Schedules

a. Schedule of Classes

The schedule of classes for each semester and summer session is recommended by each of the Colleges and submitted to the Provost/VPAA and the Registrar. It is the duty of the Registrar to see that a workable master schedule of all classes is prepared from these recommendations. The schedule of classes for any regular semester includes a listing of planned course offerings for the following regular semester.

Schedules are duplicated well in advance of each semester or summer session. They are distributed by the Registrar's Office. Changes after the schedule is circulated to the public are made only in unusual circumstances by authorization of the Registrar.

b. Class Periods

Class instruction time is regulated to meet federal compliance definitions of the [credit hour](#). The traditional daytime class period is 50 minutes (clock hour) on Monday, Wednesday, and Friday; and 75 minutes on Tuesday and Thursday. Classes may be scheduled for periods of different duration when meeting in the evenings, on Saturdays, and in the summer sessions. All classes should begin on time and end promptly. Any change in the time and place set for the class meeting must be approved by the Department Chair/School Director, College Dean and the Provost/VPAA. Graduate course changes should also include the Graduate Dean. Asynchronous courses must maintain federal compliance related to direct instruction. These courses, however, offer no specific hours related to instruction.

c. **Class Enrollments**

Classes which do not meet minimum enrollment requirements are subject to cancellation. Small classes may be scheduled in the event of special circumstances, with the approval of the College Dean and the Provost/VPAA. The Graduate Dean approves graduate courses.

d. **Classroom Assignments**

Classes are assigned in buildings and rooms by the Registrar, based upon recommendations of College Deans and with the approval of the Provost/VPAA.

If after registration is completed, the classroom assigned for any class is insufficient in size or needed equipment, the instructor should request a change in classroom from the registrar.

e. **Final Examinations**

University policy requires that final examinations, when included as part of course requirements, be given at the end of each semester and summer term. A schedule prepared by the Office of the Registrar establishes each semester's final examination period; the final day or days of each summer term are reserved for final examinations. All final examinations are to be administered at the published time, unless other arrangements are approved by the Provost/VPAA.

f. **Syllabus Checklist**

In accordance with federal compliance and accreditation guidelines, a course syllabus is to be provided to each student, at the beginning of the semester in which the course is held, for each course taught by a faculty member. Faculty Affairs Center for Faculty Excellence maintains this checklist.

2. Grading

a. **Grading System**

The following uniform grading system has been adopted for all state colleges and universities in West Virginia, according to state code.

A - Superior	P - Pass
B - Good	I - Incomplete
C - Average	W - Withdrew
D - Below Average	IF - Failure due to irregular withdrawal from university or from a single class
F – Failure	

No grade, except I, given by an instructor may be changed following the report of the grade to the Office of the Registrar except under Grade Appeal procedures or when the instructor initiates an appeal because a mistake was made in computing or recording the grade. In the latter case, the instructor concerned is asked to address the request for the change in writing to the Registrar with a copy to the Provost/VPAA. Any adjustment of a final grade shall be subject to review of the Provost/VPAA.

An exception to the above is the appeal to the Admissions and Credits Committee to change a grade to **W**. This committee is authorized to change these grades upon appeal by a student or instructor. The chair of the committee should submit the grade change in writing to the Registrar.

A grade of incomplete may be given to a student who has satisfactorily completed most of the requirements for a course but because of illness or other extenuating circumstances has not completed all of said requirements. All incomplete grades must be filed with the Registrar and accompanied by the form, Grade of Incomplete - Shepherd University. When work has been completed, an appropriate grade is indicated and recorded with the Registrar's Office on the same form.

Incomplete grades issued during the fall semester must be made up ten (10) days prior to the date final grades are due for the following spring semester. Incomplete grades issued during the spring semester must be made up ten (10) days prior to the day final grades are due for the following fall semester. Incomplete grades issued during either summer session must be made up ten (10) days prior to the date final grades are due for the following fall semester.

If the incomplete is not made up according to this schedule, it automatically becomes an **F**. When an incomplete is made up, or an **F** is given, the student's grade point average will be recomputed. See Appendix J for graduate student process.

b. Quality Points

The quality-point average is computed on all work for which the student has registered except for the courses with grade of **W** and is based on the following quality-point values for each semester hour of credit: A-4.0, B-3.0, C-2.0, D-1.0, F-0.

c. Grade Reports

Student achievement reports are required from each member of the teaching faculty for each student enrolled. Reports are to be turned in on the dates indicated on the University calendar, for both mid-term and finals. Information on grading is also provided in the [Shepherd University Catalog](#).

3. Attendance

Students are expected to attend class and to know and understand the specific attendance policies established by each of their instructors. Attendance policy for a given class is established by the instructor and stated in the course syllabus. Instructors will make reasonable accommodations for occasional, unavoidable absences based on highly legitimate grounds. Instructors will determine the most appropriate means of compensating for work unavoidably and legitimately missed in their classes. To be eligible for such substitute evaluation, students are responsible for discussing any absences with their instructors: such discussions must occur in advance of foreseeable absences and as soon as possible following unpredictable ones.

Students are expected to plan their class, work, and personal schedules to avoid potential conflicts. Legitimate reasons for class absences include documented and/or verifiable instances of the following: 1) death in the immediate family; 2) incapacitating illness or injury (not including any non-emergency doctors' appointments that could be scheduled at other times); 3) field trips required for other classes,

intercollegiate competitions, or activities entailing official representation of Shepherd University; 4) seriously hazardous, weather-induced driving conditions.

A student's evaluation in a course is the instructor's responsibility. A grade decision in a course must be made by the instructor prior to the initiation of a grade appeal. A student who believes his or her grade has been adversely affected by an instructor's inappropriate implementation of the attendance policy may pursue a grade appeal at the close of the semester.

- A student who has a documented disability registered with Accessibility Services that may affect their capability to attend class regularly and/or complete scheduled in-class, graded activities (exams, presentations, lab assignments, etc.) should notify their faculty via the Accommodate software of their accommodations as soon as possible when the semester begins or when their accommodation request is approved. In collaboration with the student (and with the Director of Accessibility Services when appropriate), the professor should develop a contingency plan that falls in line with any possible accommodation guidelines to accommodate any absences that may occur due directly to a student's disability. The instructor may determine the best means of assuring that the student's semester grade will not suffer should the student have to miss class as a direct result of their disability, whether that be an alternative assignment or other means that are reasonable for the class. Accommodations do not change what a student learns, but how they learn, meaning that students with disabilities are required to learn the same content at the same proficiency as students who do not have accommodations. Accommodation guidelines and descriptions are available for review on the [Academic Accommodations webpage](#).
- In rare instances a student may suffer an unanticipated medical problem or must meet a military-service obligation requiring complete absence from school over an extended period (i.e., weeks rather than days). Such a situation will create the need to confer with instructors as soon as is feasible--possibly through a relative or other responsible surrogate. An instructor may be able to design alternative assignments that can be done independently. However, some courses by their nature do not lend themselves to compensation for prolonged periods of missed classes and assignments: for such classes, the alternatives may be limited to either a Withdrawal or an Incomplete specifically mandating that the student actually take some or all of the relevant course when it is next offered. In such circumstances, the Admissions and Credits Committee will review any necessary requests for waivers regarding institutional deadlines regarding Withdrawals or Incompletes when 1) the student's petition clearly and fully explains the situation calling for the waiver, 2) appropriate documentation is presented, 3) the request is supported in writing by both the instructor and the student's advisor, and 4) the student's request is made in a timely manner, but no later than the tenth class day of the following spring or fall semester.

4. Faculty Advisors

Faculty members will serve as advisors to students and will be available to students during regularly scheduled office hours. All faculty advisors must participate in and complete the advisement training program through the Center for Academic Student Enrichment.

Undergraduate majors in the College of Business, Recreation, and Education, College of Science, Technology, Engineering, Mathematics, and Nursing have designated professional advisors during the first two years of their degree. This resource is an addition to support in the Academic Advising Center.

Designated faculty advisors and peer advisors are expected to be present during the periods set aside for registration according to assignments made by Department Chair/School Directors, subject to confirmation of the College Dean and the Office of the Provost/VPAA.

5. Interdisciplinary Majors and Minors

Creation of a new interdisciplinary program (minor or major) requires approval of the C&I committee and the Board of Governors (majors may also require approval of the HEPC). These programs may originate from a department/school, if the impetus for the program and a majority of the courses originate in a single department/school. In cases where a majority of the courses originate from more than one department/school then the Interdisciplinary Curricular Committee will serve in the role of the College.

The Interdisciplinary Curricular Committee considers changes to interdisciplinary courses and curricula programs, taking the place of a college in the approval process. Policies that are passed by at least a 2/3-majority vote in committee shall be forwarded directly to Curriculum and Instruction Committee. Committee membership consists of one member elected from each department/school serving a two-year term and one representative of the library faculty serving a two-year term. The committee elects a chair from its membership. The committee does not meet unless it receives proposed curricular changes.

Programs that are more interdisciplinary in nature will propose an interdisciplinary program board that will function as the program's curricular home. The program board will function in ways similar to an academic department/school regarding activities, planning, and program reviews. Initial proposals of interdisciplinary programs should include the membership of the board and should be endorsed by the Provost/VPAA, the College Dean, and the College most appropriate to the curricular area. Make-up of the board should reflect the interdisciplinary nature of the program and a student member, and a community member may be included. Changes in membership of interdisciplinary program boards should be approved by the Provost/VPAA and the appropriate Dean. The board should elect a coordinator for a three-year term subject to approval by the appropriate Dean and Provost/VPAA. Future curricular items will emanate from the interdisciplinary program board, then go through the Interdisciplinary Curricular Committee, and come to C&I for final approval.

In both cases, chairs whose departments/schools will serve the new program must approve their involvement and provide documentation of approval that will be submitted with the proposal.

C. Academic Rights and Appeals Procedures

[Undergraduate Academic Rights and Responsibilities](#)

Graduate Academic Rights and Responsibilities

D. Student Services Administration

1. Response to Student Instigated Threats

A student who has damaged, or has threatened to damage, the person or property of a university employee has both violated state law and university regulations established in accordance with Board of Governors' policy. An injured or threatened employee possesses the right, and in most instances, has the responsibility to inform university authorities and/or law enforcement officials. Refer to the [Student Handbook](#) for specific procedures

2. Reporting Student Accidents

If a student is injured in an accident on campus or in an official, university-sponsored off-campus activity, the university employee supervising the activity and/or the employee in the proximity of the accident should help secure medical attention for the student. The employee should seek full details as to the nature of the incident.

It is the employee's responsibility to complete the online [Accident-Incident Report form](#). Completed forms must be submitted not more than ten days following the accident.

E. University Services

1. [Scarborough Library](#)

2. [Computer Services](#)

a. General Guidelines

The coordination of institutional computer services is the responsibility of the Director of Information Technology. Any contemplated use of computers or computer programs are to be coordinated with the Information Technology department in advance of purchase or implementation.

All facilities, hardware, software, and the data stored there are University property. The use of any hardware, software or data shall be limited to the official business of the University.

The proper care and handling of equipment and software is the responsibility of the authorized user. The destruction, defacing, damage, misuse, or abuse of facilities, property, equipment, or supplies is prohibited. The persons responsible will be billed by the university for repair and/or replacement.

The disruption or interference with the normal use of computers, computer-related equipment, data, or programs of individual users, or the University is prohibited. The use of a computer account or microcomputer software for any purpose other than that for which it was assigned shall be subject of maximum sanctions.

The security of data, both in stores and hard copy format, shall be the responsibility of the authorized users. Each individual who holds a university computer access account is personally responsible for all activities and charges on that account.

Detailed policies are published by [IT Services](#). All faculty should become familiar with them.

b. Computer Applications Work Requests

All application requests for computer services must be submitted to itworkorder@shepherd.edu

All work requested by student organizations must be submitted by an organization administrator.

3. [Bookstore](#)

The Shepherd University Bookstore is operated by Follett Bookstore management. Textbook policies are included on Follett's pages.

Textbook Orders - All textbook orders for courses offered by Shepherd University must be ordered through the Shepherd University Bookstore using the [online adoptions page](#).

Instructors should notify the bookstore when discontinuing the use of any textbook. Early notification enables the bookstore to return surplus books for credit when permitted by publishers.

4. [Health Insurance Plans](#)

5. [Parking](#)

All faculty, staff and students who park a motor vehicle on university premises must have a permit for the designated area in which they park. A schedule of vehicle registration and associated fees is distributed at the beginning of the academic year. Decals for all vehicles registered may be obtained from the Campus Public Safety Office at posted times.

6. [Campus Safety and Security](#)

a. [Police Department](#)

Police officers are on duty 24/7 to serve and protect our campus, its members, and visitors. In addition to assuring and maintaining a safe environment, the Police Department offers trainings, courtesy services, parking services, and student employment opportunities.

b. Building Security

- Persons responsible for locking doors should also ensure that windows accessible from ground level are locked. The maintenance staff will provide locks for windows, which do not have them.
- Faculty members may continue to use academic buildings after closing times. They will be responsible for keeping doors locked at all times and locking windows before leaving.
- Students found in building after closing times, unaccompanied by a faculty or staff member, will be charged with unauthorized entry or use of university facilities; the case will be handled through university disciplinary channels. Anyone breaking into a building will be prosecuted.
- Students will not have the use of building keys at any time.

c. Fire Drills

Fire drills are required periodically by the State Fire Marshall. Detailed instructions have been provided and posted for individual buildings. When the alarm sounds, each faculty and staff member should see

that all students leave the building orderly, quietly, and quickly. It is the instructor and staff member's responsibility to see that all windows and doors in his/her room and area are closed. Building supervisors will be responsible for monthly drills.

7. Other Services

- a. Office Services - Faculty should consult with the Department Chair/School Director or College Dean for the assigned services provided by the unit administrative staff.
- b. [Calendar of Events](#) – A calendar of campus activities is maintained by the University Communications.

F. Compensation and Fiscal Administration

1. Salaries

a. Full-Time Faculty

Starting salaries are set at the discretion of the Provost/VPAA and General Counsel, with market factors, salaries of current faculty, and availability of funds all being factors. The processes for salary increases are explained earlier in this Handbook.

b. Other Faculty Rates of Pay

The following rates of pay have been established for adjunct faculty and overloads:

- Doctoral Degree and Terminal Degree Holders: \$837.00 per semester hour credit
- Master's Degree Holders: \$681.00 per semester hour credit
- Baccalaureate and associate degree Holders and those with No Degree: \$458.00 per semester hour credit
- Nursing clinical faculty will be paid at the rate of \$45.00 per contact hour.
- Applied music faculty will be paid at the rate of \$665.00 per student credit hour.

Exceptions to the stated rates of pay may be authorized by the Provost/VPAA when extraordinary circumstances justify additional compensation. Factors which will control such determination include: (1) extraordinary credentials or experience; (2) unique qualifications for a critically needed course; and (3) market factors which create extreme difficulties for the University in acquiring needed part-time faculty.

c. Summer Instruction Rates of Pay

The following rates of pay have been established as follows:

Full-time faculty the rates are as follow:

- Doctoral Degree Holders: \$1102.00 per semester hour credit
- Master's Degree Holders: \$979.00 per semester hour credit
- Baccalaureate Degree Holders: \$857.00 per semester hour credit

Adjunct faculty the rates are as follow:

- Doctoral Degree Holders: \$847.00 per semester hour credit

- Master's Degree Holders: \$724.00 per semester hour credit
- Baccalaureate Degree Holders: \$602.00 per semester hour credit

2. Payroll

a. Paycheck Issuance

The Payroll Office prepares all documents for payment and submits them to the State Auditor's Office in Charleston for payroll processing. There are two options to receive your paycheck, 1) direct deposit or 2) West Virginia pay card (Visa prepaid card).

Pursuant to State law, employees are paid in arrears every other Friday. If a holiday falls on a payday, paychecks will be processed the previous Thursday.

b. Direct Deposit of paychecks

Electronic deposit of paychecks directly to the employee's checking or savings account is available for most banks in the United States. New employees are encouraged to use direct deposit. Enrollment forms are available at the Human Resources Office or the Business Office and on the Human Resources and Payroll websites. Employees not signed up for direct deposit will be automatically enrolled in the West Virginia Pay card program. More information on the pay card can be found on the State Auditors website at www.wvsao.gov.

3. Check Cashing

The university does not cash checks nor make advances on salary.

4. Fringe Benefits

In addition to the fringe benefits described under payroll deductions, the University provides employees with the following benefits.

a. Employee Education

The University encourages career development and self-improvement. The faculty may be granted consideration for special scheduling by a Department Chair/School Director if pursuing doctoral study or other advanced education. Only full-time regular employees are eligible for time-off or adjusted teaching schedules to attend classes.

Course work may be taken on a tuition waiver basis at the University or any other West Virginia state college or university. The Registrar coordinates information about and processing of tuition waivers.

Before the semester in which classes are to be taken, the employee is required to provide the Department Chair/School Director a written request for schedule adjustment. The Chair/Director will then recommend approval or disapproval of the request to the appropriate College Dean. The Provost/VPAA, in conjunction with the College Dean, provides the employee with a written statement of the decision.

b. Spouse or Dependent Tuition Waiver Program

Full-time faculty and staff may apply for a Shepherd University tuition waiver for a spouse or eligible dependent. The employee must have completed at least six calendar months of work prior to the beginning of the semester for which the waiver is requested. The spouse or dependent tuition waiver benefit, for those who qualify, covers tuition and enrollment fees. Other special fees (e.g., online, lab, course, graduation, etc.) will not be covered by the spouse or dependent tuition waiver benefit. Applications for Spouse and Dependent tuition waivers are due to the Human Resources Office by July 1 for fall waivers and by December 1 for spring waivers. [Policy and Application](#).

c. Staff Development

Upon the recommendation of the Provost/VPAA, the President approves certain courses as staff development opportunities. These courses are designed to enhance the job performance of university employees. The topics are suggested by both employees and supervisors.

These courses are offered each semester during the workday. A list of courses, times, and dates are published by the Provost/VPAA each semester. Enrollment is administered through the Registrar's Office as a component of the tuition waiver policy. Since these classes are available under tuition waiver, enrollment by employees is limited to one course.

d. [Workers' Compensation](#)

The West Virginia Workers' Compensation Fund protects employees against financial loss resulting from on-the-job injuries or death caused by certain work-related injuries. Workers' Compensation pays claims involving medical, hospital and related bills; disability; loss of body members, such as an arm or leg; death; and dependent benefits. The University pays into Workers' Compensation monthly for each employee. Shepherd University's [Accident/Incident form](#) must be completed in order to initiate an workers' comp claim.

e. Employment Security (Unemployment Compensation)

Employees are covered for unemployment compensation as prescribed by the West Virginia Workers' Compensation and Employment Security.

5. Travel

Travel regulations and reimbursements are governed by regulations of the Board of Governors and the Governor's Office. [The Office of Procurement Services](#) should be consulted for up-to-date details on travel regulations and requirements.

Planning for travel to attend a professional development activity shall be in accordance with state and college travel regulations.

If funds are available, faculty and administrators may plan to attend one national meeting related to his or her field of work. Academic and administrative personnel may attend as many professional meetings within the state as funds permit and take an active role in the support of the planned activities

sponsored by the different groups. Expenses incurred attending state meetings, as well as out-of-state meetings, will be charged to the respective unit budget.

[Travel Regulations](#)

[Travel Procurement Forms and Guidelines](#)

[Travel Authorization](#)

Faculty members must concurrently submit a copy of the form Shepherd University Class Arrangements for Faculty Absences to their respective Department Chair/School Director when a request for travel is filed.

Instructors who file travel requests for field trips must submit a list of students going on the trip. This list is filed with the request when submitted to the Department Chair/School Director. Faculty should advise students to make arrangements with their instructors to be excused from other classes for field trips. Faculty must follow the [Field Trip Guidelines](#) and have students complete the required forms and [Student Waiver](#).

6. Insurance

a. Life, Accidental Death and Dismemberment Insurance

Life insurance, accidental death and dismemberment insurance, and disability insurance programs are available to employees through PEIA. Interested or participating employees should direct questions to Human Resources.

b. Vehicle Accident Insurance

The State Board of Insurance has purchased a Comprehensive Liability Insurance for state-owned vehicles to cover authorized travel for bodily injury liability and property damage liability of \$25,000/\$100,000/\$300,000. This coverage is applicable only to other vehicles, passengers, and property; it does not cover damage to university vehicles nor injury to the driver.

Repair/Replacement of a university vehicle must be absorbed by the University or a claim against the other driver if the latter is at fault.

Persons who are authorized passengers who incur bodily injury in a single car accident should pursue costs, etc., through their personally owned accident insurance. The State of West Virginia considers the purchase of insurance for our driver and passengers prohibitive in cost.

For insurance purposes as set forth by the State Board of Insurance, generally only an employee of the university can drive a university vehicle. An employee of the university is considered a person appearing on our payroll. The employee can either be full-time, part-time, or student assistant. In limited circumstances, a person formally designated in writing by a Vice President as a volunteer may be allowed to drive. Also, the vehicle can only be used for official and approved university business.

All employees of the university are covered under Workers' Compensation and can have medical and hospital bills paid provided other kinds of payment are not made for the same expenses. This would only apply to injuries while on university approved business.

c. Liability Insurance

A \$100,000 comprehensive automobile liability insurance policy covers bodily injury liability and property damage liability. Volunteer workers are protected in the same manner as state employees when the volunteer work is being performed on behalf of the state.

Private property which is stolen or damaged while stored in a university building is covered to a limit of \$100,000 for each occurrence. Coverage includes both personal effects and valuable papers and records. There is a \$2,000 deductible.

7. On-the-Job Injuries/Accidents

On-the-job injuries/accidents should be reported to the supervisor as soon as possible after they occur. All on-the-job accidents involving personal injury are to be reported on the university's Accident/Incident Report Form. Documentation of the event and distribution of the form should be completed within 24 hours of the event. Events include all on-campus activity and approved off-campus events inclusive of all administration, faculty, staff, students and visitors. It is the responsibility of the senior staff person most immediately involved to fill out the Accident/Incident Report Form and to ensure its distribution.

- Accident is defined as an event that results in personal injury or property damage.
- Incident is defined as an event that may have caused or resulted in injury.
- Hazard is defined as an observable situation that could result in injury, property damage, and risk exposure to the university, or an individual if not addressed.

The following procedures should be followed for all work-related injuries:

- In event of injury, immediate medical attention should be sought.
- Call 911 for serious injuries when the injured cannot make a decision as to treatment options, is unconscious, entrapped, or physical assistance is required to affect resolution.
- Calling an ambulance should always be the decision of the injured unless they are unable to do so (University employees are not to act or function as an ambulance service).
- Treatment of the injured should only be attempted by those trained in medical procedures.
- The injured may elect to seek their own treatment, or none at all.
- Treatment options include the University Health Center, local clinics or hospitals.
- For accidents involving exposure to chemical substances a Material Safety Data Sheet should be obtained to assist with treatment options. They are available in departments where substances are used, from the Facilities Department or by calling 1-800-451-8346.

The Office of Human Resources will contact the family of the injured employee when such a call is appropriate. If the person completing the Accident/Injury Report is unable to reach the Office of Human Resources, and a serious accident has occurred, then the staff/faculty member in charge should notify the employee's family regarding the nature of the injury/accident.

Special rules apply to leave-related on-the-job injuries and are specified under the policies on leave.

8. External Funding – Gifts & Grants

The University strongly encourages faculty and staff to apply for grants and other opportunities for external funding in order to fund projects and programs which contribute to the mission of the institution.

GIFTS: For policies and guidelines on soliciting and/or accepting donations and/or private gifts please contact the [Shepherd University Foundation](#) (SUF).

GRANTS: For policies and guidelines on applying for and/or managing grants funds from government agencies, foundations or other grant-making organizations, please contact the [Office of Sponsored Programs](#) (OSP).

9. Soliciting of Funds and Gifts

a. Soliciting in the Name of the University

In accordance with [BoG Policy 3](#), the University has policies and protocols in place regarding the naming or renaming of facilities or organizational units. It is the policy of the University to name certain facilities and organizational units in honor of benefactors and of persons who have made substantial contributions to the welfare of the University and the State of West Virginia. This policy was amended on November 8, 2018.

b. Gifts to the University

Whenever a gift is offered to the University (the institution or any of its organizational units) by an external donor, the President should be consulted. The President, in consultation with appropriate major administrators, will determine:

- if the gift should be accepted.
- to whom the gift should be directed (the University, the Foundation, the Alumni Association); and
- the legal and financial implications and consequences in accepting the gift.

Only the President can authorize the acceptance of a gift to the University.

G. General Administration

1. Standard Workweek

The business workweek is a regularly recurring period of one hundred sixty-eight hours in the form of seven consecutive twenty-four periods. It begins at 12:01 a.m. on Saturday and ends at 12:00 p.m. (midnight) the following Friday.

2. Hours of Work

a. Definition

A work schedule of 37.5 hours will be established within the standard workweek for all non-faculty personnel. Office hours for administrators and staff are established as follows unless an exception has been authorized by the respective major administrator: Monday through Friday, 8:00 a.m. - 4:30 p.m.

b. Saturday Coverage

For students and other members of the University community, as well as prospective students and the general public, the University provides certain services on Saturday. Each organizational unit should be contacted to ascertain what services are available on Saturday.

3. Office Regulations

a. Professional Environment

Shepherd University is a professional and progressive business organization. Office and workspaces are furnished and equipped for maximum employee productivity. Employees are expected to contribute to a professional work environment in their choice of dress, language, and respect for the rights of co-workers and students.

The work of the University and service to students are to have primacy in the designated work areas. Lounges and commons or public areas are to be used for rest breaks. Group meetings on university business should be scheduled in designated conference or meeting rooms or offices. Radio playing for recreational listening during business hours is not permitted in open areas. Eating at desks or workstations also should be avoided.

Within the organizational units, mutual support and teamwork are expected of all employees. Employees should cooperate at all times with the organizational administrator, advising him or her of the status of unit activities and peak work periods, resource needs, and anticipated leaves. Likewise, administrators need to keep employees informed concerning goals, procedures, and budgetary constraints. Administrators should inform their staff when they will be out of the office, when they can be expected to return, and how to reach them during their absence.

b. Treatment of Students and Visitors

Shepherd University exists for the students. The welfare of the students shall have primacy in administrative decision-making. The employee represents the University in his or her contacts with students and the general public. Courtesy and etiquette are expected and required, as is promptness in service.

Confidential student information is divulged only in accordance with the [Right to Privacy section of Student Life Policies](#). Inconsistency in the administration of regulations governing students should be avoided. When circumstances warrant the granting of an exception to a regulation, careful documentation of the reasons and events shall be chronicled.

c. Conduct of Personal Business

When the University employs an individual in a specific capacity, the University purchases one hundred percent of the individual's time and service for the stipulated period and terms of employment. The University expects each employee to commit full individual resources to the accomplishment of the job responsibilities for which the employee has contracted with the University.

Therefore, employees are not to conduct personal businesses during their regular work hours including personal phone calls. No solicitation of other employees in sales effort is permitted. Employees are

prohibited from soliciting organizational memberships in working areas on University property. Employees are not to permit a sales presentation on a personal matter of business at any time.

d. Use of Telephony/Voice Over Internet Protocol (VoIP)

The University telephone system is dedicated to official University business and are paid from University funds. The use of business phones for personal calls should be minimized as such calls preempt lines dedicated and needed for official business. Long distance calls are permissible, if for University business. Please note that some international calls may require assistance from IT Services, as not all countries are included with our calling plans.

No collect calls will be accepted by the University. Faculty may elect to utilize their desk phone (where applicable) or utilize VoIP phone service over the computer and/or via a smartphone application on their personal device. When using the application either on a computer, personal or business, or on a cell phone, the number presented will be reflected as that of the University, instead of a personal cell phone number. The University is not responsible for any costs associated with data usage to download or use the application.

Each employee is totally responsible for any call made from the assigned station/extension and/or the application. The VoIP telephony system records and stores information related to every telephone call.

Incoming calls are received at the University console during the following hours on scheduled workdays: Monday through Friday, 8:00 a.m. to 4:30 p.m.

4. Public Relations/University Communications

a. With the Board of Governors and Other State Agencies

Official communication with the Board of Governors, the Higher Education Policy Commission, and the Chancellor is the purview of the President. University employees are generally expected by the Board office to direct communications through the President, a major administrator of the University, or through a recognized constituency group.

When corresponding with staff of the Policy Commission, major administrators and other employees should direct a carbon copy of the letter to the President.

A copy of each official institutional report completed is to be sent to the President's Office at the same time the report is made to the requesting agency.

b. With the Media and the General Public

The University is interested in maintaining constantly the goodwill and confidence of its constituencies and the public at large. To this end, it is expected that each faculty and staff member will contribute something to the sum total of the goodwill enjoyed by the University through the excellence of instruction, off-campus professional appearances and social contacts on the campus and in the community.

All publicity for mass circulation media (either print or broadcast) is to be coordinated by the Executive Director of [University Communications](#). Persons contacted directly by the media should inform the Executive Director or, where appropriate, refer the caller to the Executive Director.

c. With Alumni

The [Office of Alumni Affairs](#) is to be notified concerning changes in alumni addresses. Use of alumni address records is not permitted except in the official work of the University or at the discretion of the President.

d. General

Confidential student information is made available only in accordance with the [Right to Privacy section of Guidelines and Policies Affecting Student Life](#). Additional information is available from the Office of Student Affairs.

Directories of employee names and addresses shall be released only to official governmental agencies. Such requests shall be properly documented in writing and release authorized by the appropriate major administrator.

Official investigators who wish to examine university records are to be referred to the President's Office.

5. Miscellaneous

a. [Cancellation Policy](#)

Generally, Shepherd University does not cancel operations because of inclement weather. Unlike the K-12 schools, the University has different operational issues because some of our students live on campus. If severe weather conditions render it dangerous for commuter students to reach the University, those who fail to travel to campus on that particular day will not be put at a serious disadvantage. Individual students who have encountered severe travel conditions should notify their instructors of their absence prior to the next class meeting and should request appropriate arrangements for the makeup of course work.

Employees encountering severe travel conditions should notify their supervisors of their absence and discuss work conditions, leave time, and special needs.

All employees designated as emergency personnel (via a memo from their supervisors) will be required to report at their regular work times regardless of weather conditions, unless otherwise directed by their unit supervisors.

Should an extreme weather emergency or power or water failure warrant the closing of offices and/or canceling or altering the schedule of classes and events, then public notification will be made via the Shepherd website (www.shepherd.edu), switchboard (304-876-5000), Rave text-messaging system (students, faculty, and staff can sign up at <https://www.shepherd.edu/rave-alert/>), and area media.

Radio and television stations carrying emergency announcements include: WEPM (1340 AM and 93.7 FM), WRNR (740 AM and 106.5 FM), Martinsburg; WUSQ (102.5 FM), WFQX (99.3 FM), WINC (92.5 FM), Winchester; WJEJ (1240 AM), WDVM-TV, Hagerstown; West Virginia Public Radio; and WUSA-TV Ch. 9, Washington, D.C.

Announcements of emergency plans will be communicated by 6 a.m. when the emergency condition precedes the start of the work and/or instructional day. **When classes are in session during the fall or spring semester, delays occurring on Mondays, Wednesdays, or Fridays will occur on the hour, i.e., 9 a.m., 10 a.m., 11 a.m., noon, or 1 p.m.; Tuesday and Thursday delays will follow class times and occur at 9:35 a.m., 11 a.m., or 12:25 p.m.**

When the emergency condition arises during the day, the announcement will be communicated through the heads of those units which may be affected. Announcements concerning evening classes will be communicated by 2 p.m. Announcements for weekend classes and events beginning before 4 p.m. will be communicated by 7 a.m. For weekend events beginning after 4 p.m. announcements will be communicated by 2 p.m. In some cases where weather patterns are changing, we will post a delayed opening announcement. In these instances, please watch for further announcements.

Please note: Shepherd announces delays and closings only. If Shepherd is not mentioned on designated radio/TV stations for a delay or cancellation, the University is open and operating on its regular schedule.

b. Emergency Decisions

In the absence of the President, if immediate action is needed on a matter, which requires a decision, by the President, then the Provost/VPAA should be consulted.

c. Academic Procession

An academic procession is a significant event in the commencement ceremony (undergraduate and graduate) and a limited number of other university convocations. The faculty, administration and professional staff who hold degrees are required to participate in academic processions and to wear appropriate dress or academic regalia. If caps, gowns, and hoods are not owned, the University will make arrangements to obtain such on a rental basis.

In academic processions, the President, Provost/VPAA, appropriate administrators, members of the West Virginia Board of Governors, and other special guests will lead the procession.

If members of the academic community who are expected to participate in the commencement are unable to do so, then a request to be excused must be approved by the employee's supervisor who will forward the request for approval to the President. In the case of faculty members, the Provost/VPAA must also approve the request to be excused.

d. Use of Official University Symbols

The name of the University, the official seal, the motto, the Ram mascot, replicas and facsimiles of campus buildings or any logo or graphic representation of these symbols are all registered trademarks of Shepherd University. These symbols are for the exclusive use and official representation of the University.

No person or organization may use the University name or other official symbols without the expressed written consent of the President. Requests to use the registered trademarks shall be communicated to the Executive Director for University Communications who will make a recommendation to the President. In the case of student organizations, the request must first be authorized by the Assistant Director of the Student Center. Specifically prohibited is the use of the University's name or other insignia in fundraising campaigns, which have not been authorized by the President. In general, no solicitations in the name of the University are permitted except those coordinated by the Executive Vice President for Shepherd University Foundation.

e. Internal Collections and Gifts

Donations for flowers for instances of illness or death of an employee's spouse or other relative may be solicited from university employees. Solicitations should be confined, in general, to the organizational unit in which the employee works. Faculty donations may be solicited for faculty members and their relatives in the same instance as for non-teaching employees. The Department Chair/School Director or Dean will designate an administrative staff person or faculty member to make the collection.

f. Naming of Buildings

In establishing the official name of a building, room or area, the University will give consideration to the names of persons who have rendered distinguished educational or other service or assistance to the University. Nominations will be accepted from persons both inside and outside the University Community. In accordance with Board of Governors' policy, an individual nominated for this honor must not have been employed at the University during the three years previous to the selection of the name. Additional information is available from the Shepherd University Foundation.

g. Contracting for Professional Services

Any purchase orders procuring professional services of individuals or partnerships should have complete accounting information on the purchase order or attached contract. Any question relating to types of payments covered by this policy should be directed to the [Office of Procurement](#). The department maintains records of all such payments and completes the necessary reports for mailing to the government. Information copies are mailed to recipients for their personal tax records after the end of the calendar year.

The institution is required by the Internal Revenue Service and the State of West Virginia to report non-payroll expenditures to individuals and partnerships.

The government requires name, address, and taxpayer identification number (Social Security or Partnership) for each individual or partnership receiving payments.

These payments are reported to the Internal Revenue Service on form 1099. A copy of the form is furnished to the taxpayer.

Appendices