Palmetto College Campuses Faculty Manual

2026 edition

University of South Carolina

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Foreword

The Palmetto College Campuses Faculty Manual is created for and regularly updated by faculty members teaching on the University of South Carolina Palmetto College Campuses. It contains information of particular interest to Palmetto College faculty.

Academic regulations pertaining to students are published in The University of South Carolina Bulletin. General rules governing the operation of the Board of Trustees can be found in the University of South Carolina Bylaws last approved and adopted June 20, 2025. The four Palmetto College Campuses—Lancaster, Salkehatchie, Sumter, and Union—are accredited with USC Columbia by the Southern Association of Colleges and Schools.

Faculty and staff are governed by the University of South Carolina Policies and Procedures Manual, which contains detailed information on institutional operations. Faculty should consult that manual for procedures referenced in, but not fully detailed within, the Palmetto College Campuses Faculty Manual.

Faculty members are encouraged to regularly review the agendas and minutes of the Palmetto College Campuses Faculty Senate. Actions taken by this body may modify the contents of the Faculty Manual, which is edited by faculty in collaboration with the Palmetto College Chancellor.

The Palmetto College Campuses Faculty Manual describes the University's administrative organization; the composition and functions of the faculty organization; and applicable regulations and policies. It establishes the terms of employment, faculty duties, appointment processes, and the procedures and standards for tenure, promotion, and termination of employment. In addition, it provides information on research policies, benefits, and privileges, and affirms the authority of the faculty to participate in University governance, particularly in academic matters.

Dr. Craig Wilson
Chancellor, Palmetto College
University of South Carolina
May 7, 2026

Preamble

The PCC Faculty Manual describes and characterizes the relationship between the faculty and the university. The manual addresses such matters as manner of appointment, terms of employment, tenure and promotion process and standards, faculty rights, duties, and responsibilities, and termination criteria and procedures. Especially regarding academic matters, it describes faculty organization and guarantees the faculty's authority to participate in university governance. The essential material of this document was created in the spirit of the 1940 Statement of Principles of the American Association of University Professors as well as successors to that document. These documents shall remain a guiding philosophy for the fundamental structure of our Senate and Faculty Organizations, our standards for tenure, and our policies on conflicts of interest and academic freedom.

Amendments to the manual are presented for consideration and approval of the faculty and administration before submission to the Board of Trustees. As new clarifying and supplemental material has been added to manual, it has been placed in appendices in this edition. These appendices may be amended administratively with approval from the Executive committee and without faculty or trustee approval. The exception to this is the Bylaws and Standing Rules, which contain their own rules for how they can be modified by the Senate. Any changes to the appendices, once approved by the Executive Committee must be reported to the Senate at its next meeting.

Faculty Organization

Composition

The Faculty of the Palmetto College Campuses is composed of the faculties of the individual campuses: USC Lancaster, USC Salkehatchie, USC Sumter, and USC Union. Palmetto Programs shall be considered an associated academic unit under the leadership of an executive director. The faculty of Palmetto Programs have the same rights and responsibilities as faculty at the four regional Palmetto College campuses and therefore are governed as such.

Palmetto College Campuses Faculty Organization

Functions. Within the limits established by the Board of Trustees, the combined accreditation with USC Columbia, and the policies and rules of the Palmetto College Campuses Faculty Senate, the faculty of a Palmetto College campus will have policy-making authority over standards of admission, registration, requirements for and the granting of degrees, the general curriculum, instruction, research, extracurricular activities, discipline of students, the educational policies and standards of the campus, and all other matters pertaining to the conduct of faculty affairs including the authority to discipline its own members. These policies will be generally consistent with the educational policies and standards of the university and will differ only in meeting specific requirements of the campus. The Palmetto College Campuses faculty shall be consulted on the appointment of the Palmetto College chancellor, vice chancellors, or the associate provost. Each respective faculty shall be consulted on the appointment to the office of Palmetto College campus dean for that campus, and through an appropriate committee, shall communicate its views thereon to the provost, the president, and the Board of Trustees through the chancellor. Each campus faculty shall make recommendations to the Palmetto College Campuses Faculty Senate on such matters as are appropriate or require the approval of that body and shall determine the manner in which Palmetto College Campuses Faculty Senate policy decisions are implemented on its campus. Actions taken by a campus faculty are subject to review by its Palmetto College campus dean and, ultimately, by the chancellor. Some actions may require the approval of the provost, the president and the Board of Trustees.

Membership in the Faculty Organization. Each Palmetto College campus faculty will determine the qualifications and makeup of its membership. All full-time faculty and such others as the faculty shall designate shall have membership and voting privileges. The dean of the Palmetto College campus shall be a voting member of the faculty organization.

Voting. Every member of the faculty organization, as defined by each campus, has the right to present motions and to vote. Elections will be conducted by secret ballot, and other voting will be by show of hands or by voice unless at least one-third of the members present request a secret ballot.

Organization. Each faculty organization will determine its own organization, committees, officers, and rules of operations, subject to the approval of its Palmetto College campus dean, the chancellor of Palmetto College, the provost, and the president.

Conduct of Business. Each faculty organization will determine its own rules for the conduct of business.

Meetings. Each faculty organization will meet on a regular basis and publish minutes of its meetings.

Committees. Each faculty organization will establish such committees as it deems necessary.

Standing Committees of the Palmetto College Campuses Faculty

Grievance Committee

The Grievance Committee shall consider individual grievances brought before the committee by members of the faculty. The committee shall examine alleged grievances, and when, in the judgment of the committee, a grievance is determined to exist, it shall attempt to resolve the matter through mediation or other appropriate action. This committee shall be composed of five tenured faculty, one elected by each faculty organization of the Palmetto College Campuses. Individual USC faculty members have the right to grieve any administrative decisions affecting their employment. Grievance procedures are detailed on page 70. An elected Grievance Committee will hear all tenure and promotion related grievances for candidates whose files were reviewed by the Palmetto College Tenure and Promotion committee elected at the same time. As such, members of the Grievance Committee may have work that extends beyond the usual one-year term.

Tenure and Promotion Committee

A Tenure and Promotion Committee shall be formed in October of each year and shall consist of two members elected by each Campus Faculty Organization.

Palmetto College Campuses Academic Advisory Committee

This committee considers academic policy and curriculum issues concerning those associate and baccalaureate degree programs that are offered across all the Palmetto College Campuses. The committee advises the chancellor and/or associate provost on matters pertaining to academic policy for these programs, such as student grievances, readmission petitions, and other policy items. The committee will also consider matters pertaining to the curricula for these associate and baccalaureate programs and will make recommendations for curriculum changes to the

Faculty Senate, via the System Affairs committee. Since the Baccalaureate degree programs are offered under the auspices of the Provost's Office, the Columbia Faculty Senate must approve any curriculum changes for the baccalaureate degree programs as well.

This committee will comprise one member from each Palmetto College campus, elected by the faculty organizations of the individual campuses, as well as three faculty representatives appointed by the chancellor or associate provost. Two associate deans will serve on the committee. Each member will serve a two-year term. The chair of this committee will be the director of the BOL/BLS programs. The committee will meet twice per semester or as needed and will report to System Affairs before each Senate meeting.

Palmetto College Policy Advisory Committee (PCPAC)

The Palmetto College Policy Advisory Committee shall consult with university offices on proposals for new, revised and repealed policies to consider whether they are necessary and aligned with institutional mission, goals and priorities; that policies are concise, consistent in format and scope, and easy to understand; to identify constituencies and other policies that may be affected; and to make recommendations to appropriate offices. The Palmetto College Policy Advisory Committee (PCPAC) shall also assist with dissemination and sharing feedback regarding policies. This committee will meet on an ad-hoc basis as determined by the Palmetto College Faculty Senate Executive Committee. The PCPAC shall comprise: A representative of the Office of the Associate Provost, a representative of Human Resources, a representative of the Office of the Palmetto College Chancellor, a representative of the Division of Information Technology, the Dean for Access, Opportunity, and Engagement (or designee), a representative for SACSCOC, a representative of the Office of General Counsel, the chairs of each Palmetto College Campuses Faculty Senate standing committee (those being the Faculty Welfare, System Affairs, and Rights and Responsibilities committees), a faculty member elected by each of the Palmetto College campuses, one member of the Palmetto College Staff Senate's Executive Committee, and a student representative chosen from one Palmetto College campus on a rotating basis, and a representative from the Palmetto College Campuses Faculty Senate Executive Committee who shall serve as chair.

Representation on the USC Columbia Campus Faculty Senate

Each Palmetto College Campus faculty is represented on the Columbia Campus Faculty Senate in accordance with the regulations of that body, as set forth in USC Columbia's *Faculty Manual*.

Palmetto College Campuses Faculty Senate

Functions. The Palmetto College Campuses Faculty Senate of the University of South Carolina was created by the Board of Trustees to act for the Palmetto College campus faculties, subject to review by the chancellor of Palmetto College, the provost, the president, and the Board of Trustees. The senate has authority to establish minimum educational standards for Palmetto

College Campuses, to include review and approval of any changes to the curriculum requirements for the common degrees awarded by Palmetto College Campuses; it also has authority in matters pertaining to the conduct of faculty affairs, except where that authority has been specifically reserved for the individual Palmetto College Campus faculties. These policies will be generally consistent with the educational policies and standards of the university and will differ only in meeting specific requirements of Palmetto College Campuses.

Membership. The Palmetto College Campuses Faculty Senate shall consist of a minimum of three senators from the Faculty of each Palmetto College campus. (See Appendix IV, Article II, Section 2.) One additional senator will be elected for each one hundred fifty full-time equivalent students above four hundred fifty enrolled for the fall semester. No Palmetto College campus shall have more than seven senators. If enrollment decreases, compliance shall be accomplished by attrition.

Senators shall be elected for three-year terms, unless otherwise chosen to fill an unexpired term. Approximately one-third of the delegation of each campus shall be elected each year.

Each Palmetto College campus will also elect one or more alternate senators. An alternate will substitute for a senator in the event that the senator is unable to attend a meeting of the senate. Alternates have the same privileges as the senators for whom they substitute. Each campus is entitled to its quota of senatorial members in the senate in addition to its Executive Committee members. A member-at-large who is also a senator shall retain their voting privileges in senate but shall not be a voting member of the Executive Committee.

The president, the provost, the chancellor of Palmetto College, vice chancellors, the associate provost, and the Palmetto College campus deans are *ex officio* members of the senate without voting privileges.

Voting. All members of the senate except *ex officio* and Executive Committee members have the right to vote and present motions. The chair will vote to break a tie. Elections will be conducted by secret ballot, and other voting will be by show of hands or by voice unless a majority of the members present request a secret ballot (See Appendix III, Rule 3).

Conduct of Business. The senate follows the current edition of *Robert's Rules of Order* in conducting its business, unless otherwise provided for in the bylaws or the standing rules.

Meetings. The senate will meet at least twice annually (once each semester) at times and places to be scheduled by the Executive Committee.

Bylaws and Standing Rules. The bylaws and standing rules of the senate appear as Appendix II and Appendix III of this *Palmetto College Campuses Faculty Manual*.

Representation on USC Columbia Faculty Committees

The Palmetto College Campuses are represented on the following committees as described in the USC Columbia *Faculty Manual*. The Palmetto College Campuses Faculty Senate elects a representative from the Palmetto College Campuses faculty to serve on each of the following Senate committees. Full descriptions of these committees are available on the Columbia Faculty Senate and the provost's webpages.

Committee on Libraries (three-year term)

Committee on Curricula and Courses (three-year term)

Committee on Faculty Welfare (three-year term)

Committee on Carolina Core (three-year term)

Committee on Instructional Development (three-year term)

Faculty Committee on Research- Chair of Palmetto College Research and Productive Scholarship Committee or designee (two-year term)

Steering Committee- Chair of Palmetto College Faculty Senate or designee (two-year term)

The Senate elects representatives and nominees for recommendation at its final meeting of the year. Representatives will assume their duties on August 16 and will report to the Palmetto College Campuses Faculty Senate.

Representation in Faculty Governance at the System Level

System Faculty Leadership Council The Palmetto College Faculty Senate chair serves on the System Faculty Leadership Council along with three other representatives elected by the senate annually. Representatives should have leadership experience in faculty governance, such as time served on senate executive committee, chairing standing committees, or in local faculty organization leadership roles, etc.

Tenure and Promotion Regulations and Policies

Qualifications for Academic Rank

As general policy, the qualifications for appointments to faculty rank are as set forth below. These qualifications are not intended as justification for automatic promotion; conversely, justified exceptions may be made if warranted.

Tenure-Track Faculty

Tenure-Track appointments are regular, full-time faculty appointments of individuals who have an earned doctorate or a terminal degree unless otherwise noted below. Definitions of Tenure-Track Appointments can be found at ACAF 1.06: Academic Titles for Faculty and Unclassified Staff Positions.

Rank of Professor

To be eligible for the rank of professor, a faculty member must have a record of highly effective teaching and scholarship (see Guidelines for Documentation of Standards for Tenure and Promotion below). Except in noteworthy cases, the faculty member is expected to hold the terminal degree in the appropriate field. It is normally expected that the faculty member will have a minimum of four years of full-time faculty experience, three of which shall be at the associate professor level.

To be eligible for the rank of professor, a library faculty member must have a record of highly effective librarianship and scholarship involving both professional achievement and service to the university (see Guidelines for Documentation of Standards for Tenure and Promotion below). Except in noteworthy cases, the library faculty member is expected to hold a master's degree from an institution whose program is accredited by the American Library Association (ALA). It is normally expected that the library faculty member will have a minimum of four years of full-time professional experience, three of which shall be at the associate professor level.

Rank of Associate Professor

To be eligible for the rank of associate professor, a faculty member must have a record of effective teaching and scholarship (see Guidelines for Documentation of Standards for Tenure and Promotion below). The candidate must possess strong potential for further professional development. It is normally expected that the faculty member hold the terminal degree in the appropriate field and will have a minimum of four years of full-time faculty experience, three of which shall be at the assistant professor level.

To be eligible for the rank of associate professor, a library faculty member must have a record of effective librarianship and scholarship involving both professional achievement and service to the university (see Guidelines for Documentation of Standards for Tenure and Promotion below). The library faculty member must possess strong potential for further professional development. It is normally expected that the library faculty member hold a master's degree from an institution whose program is accredited by the American Library Association (ALA) and have a minimum of four years of full-time professional experience, three of which shall be at the assistant professor level.

Rank of Assistant Professor

To be eligible for the rank of assistant professor, a faculty member must possess strong potential for further professional development. The candidate will normally be expected to hold the terminal degree in the appropriate field.

To be eligible for the rank of assistant professor, the library faculty member must possess strong potential for further professional development. The candidate will normally be expected to hold a master's degree from an institution whose program is accredited by the American Library Association (ALA) and have some professional experience.

Professional-Track Faculty

Professional-track faculty are appointed on an annual or multi-year basis and are not eligible for tenure. The primary responsibility of an individual appointed as an Instructor is teaching; however, other duties may be assigned, including the expectation of service. Where a service requirement does not exist in a contract, its absence shall not be used to exclude professional-track faculty from the promotion process.

Rank of Principal Instructor

To be eligible for promotion to the rank of Principal Instructor, a faculty member must have the equivalent of nine years of full-time teaching experience and a record of excellent instruction as defined by the academic unit. A master's degree in the teaching discipline or master's degree with a concentration in the teaching discipline (a minimum of 18 graduate semester hours in the teaching discipline) is required.

Rank of Senior Instructor

To be eligible for promotion or appointment to the rank of Senior Instructor, a faculty member must have the equivalent of five years of full-time teaching experience in higher education and evidence of effective instruction. A master's degree in the teaching discipline or master's degree with a concentration in the teaching discipline (a minimum of 18 graduate semester hours in the teaching discipline) is required.

Rank of Instructor

To be eligible for the rank of Instructor, a faculty member must have completed at least 18 graduate semester hours in the assigned teaching field and hold a master's degree. In certain exceptional cases, unique experience and demonstrated competence may substitute for advanced academic preparation. Such exceptions must be justified by the institution on an individual basis.

To be eligible for the rank of Instructor, a library faculty member will normally be expected to hold a terminal degree in a library-related discipline and is expected to perform the responsibilities of librarianship and instruction.

The University of South Carolina system-wide policies, procedures, and definitions of Professional-Track Faculty Appointments can be found in ACAF 1.06: Academic Titles for Faculty and Unclassified Academic Staff Positions.

Other Academic Titles for Faculty

The qualifications for appointment to positions bearing titles which are less frequently used can also be found in ACAF 1.06.

Criteria for Tenure and Promotion and Professional-Track Promotions

Relative to the central mission of the Palmetto College Campuses, effectiveness as a teacher and/or librarian is of primary consideration for tenure and/or promotion decisions. Scholarship and Service are important as individual categories and increase in importance as they are considered together, especially elements of categories used to document scholarship as defined and described in Guidelines for Documentation of Standards for Tenure and Promotion below.

1. Effectiveness as a Teacher and/or Librarian
2. Scholarship
3. Service

Additionally, Guidelines for Documentation of Standards for Professional-Track Promotions are below.

1. Effectiveness as a Teacher
2. Service

Each of the categories listed above must be documented using the definition and parameters listed below and in Guidelines for Documentation of Standards for Tenure and Promotion and Guidelines for Documentation of Standards for Professional-Track Promotions. The descriptors effective and highly effective, as used in the statements of qualifications for the ranks of professor and associate professor and principal instructor and senior instructor, are explained below.

Effective Teaching

Effective teaching is justified using the criteria outlined in Guidelines for Documentation of Standards for Tenure and Promotion and Guidelines for Documentation of Standards for Professional-Track Promotions below. The faculty member seeking to establish a record of effective teaching should provide a narrative description outlining their case. The faculty member's tenure and promotion file must contain documentation sufficient to convince the local campus committee and the Palmetto College Campuses Tenure and Promotion Committee that the criteria for effective teaching have been satisfied. For a professional-track promotion file for senior instructor, candidates must include sufficient documentation to convince the local campus professional-track faculty promotion committee that the criteria for effective teaching have been satisfied.

Highly Effective Teaching

A record of highly effective teaching shall be established by a clear and consistent record of effective teaching. The faculty member seeking to establish a record of highly effective teaching is expected to provide evidence sufficient to convince the local campus committee and the Palmetto College Campuses Tenure and Promotion Committee that he or she has a consistent record (at least spanning the interval since the last promotion) of effective teaching that is clearly recognized by peers and students alike. Similarly, for a professional-track promotion file to the rank of principal instructor, candidates must include sufficient evidence to convince the local campus professional-track faculty promotion committee that the candidate has a consistent record of effective teaching that is clearly recognized by peers and students alike.

Effective Librarianship

According to the Association of College and Research Libraries' *Guideline for the Appointment, Promotion and Tenure of Academic Librarians*, "the basic criterion for promotion in rank is to perform professional level tasks that contribute to the educational and research mission of the institution." With regards to effective librarianship, the ACRL Guideline notes that "evidence for promotion in rank may include: contributions to the educational mission of the institution, for example, teaching (not necessarily in a classroom); organization of workshops, institutes or similar meetings; public appearances in the interest of librarianship or information transfer. Assessment by students and professional colleagues may contribute to this evaluation."

Effective librarianship is justified using the criteria for librarians outlined in Guidelines for Documentation of Standards for Tenure and Promotion below. The library faculty member seeking to establish a record of effective librarianship should provide a narrative description outlining their case. The library faculty member's tenure and promotion file must contain documentation sufficient to convince the local campus committee and the Palmetto College Campuses Tenure and Promotion Committee that the criteria for effective librarianship have been satisfied.

Highly Effective Librarianship

A record of highly effective librarianship shall be established using the criteria for librarians outlined in Guidelines for Documentation of Standards for Tenure and Promotion below. The library faculty member seeking to establish a record of highly effective librarianship is expected to provide clear evidence sufficient to convince the local campus committee and the Palmetto College Campuses Tenure and Promotion Committee that they have a consistent record (at least spanning the interval since the last promotion) of highly effective librarianship that is clearly recognized by peers and students.

Scholarship

Scholarship should be documented by activities clearly identified as scholarly relative to the definition, description and checklist located in Guidelines for Documentation of Standards for Tenure and Promotion below. Activities submitted to fulfill this category of the qualifications for tenure and promotion should be appropriate to the individual and of demonstrable value to the local community, campus, or general educational community. Each activity should be judged meritorious in proportion to the degree it matches the categories of scholarship and is consistent with the checklist provided in Guidelines for Documentation of Standards for Tenure and Promotion below.

Since pertinence of scholarship activities is influenced by the expertise and interests of the candidate, mission and needs of the local campus, and availability of support (all of which change over time), the candidate is obligated to justify the nature, extent and value of their scholarship. This justification should be in the form of a listing and narrative description of activities. The description should explain scholarly aspects and present a case for the importance of each activity. The candidate's tenure and promotion file must contain documentation supporting both the fact and value of activities referenced in the narrative.

Effective Scholarship

To meet the qualification of effective, a faculty member must demonstrate an ongoing interest and effort to continue learning on a formal and/or non-formal basis. The faculty member must present evidence of the outcomes of their scholarship, if not publication of research or creative/artistic work, then evidence of activities other than classroom teaching, associated with the development, dissemination or application of knowledge. These activities should exhibit high concordance with the mission of the local campus and with the aspects of scholarship established by the checklist for determining scholarship (Guidelines for Documentation of Standards for Tenure and Promotion below).

For library faculty, the Association of College and Research Libraries' *Guideline for the Promotion, Tenure and Promotion of Academic Librarians* states, "activities related to inquiry and research: for example, scholarly publication, presentation of papers, reviews of books and other literature, grants, consulting, service as a member of a team of experts, or other means of disseminating professional expertise" may be submitted as evidence for promotion.

In total effect the faculty member should be viewed by peers on the local campus committee and the Palmetto College Campuses Tenure and Promotion Committees as an individual actively and continuously engaged in the pursuit, application, and dissemination of knowledge.

Highly Effective Scholarship

To meet the qualification of highly effective, a faculty member should establish that their scholarly efforts are widely recognized as valuable to the campus, community, or general educational community. In effect the faculty should be easily and widely recognized as an individual who is active and has been continuously engaged in the pursuit, application, and dissemination of knowledge. This recognition may be due to a long and consistent record of effective scholarship, but can more easily be established through the relative merit and scholarly nature of activities. Documentation must be provided in the tenure and promotion file that testifies to the quality and recognition of scholarship.

Service

In its mission statement, the university recognizes service as an important function of a university professor. This is particularly true at Palmetto College Campuses. Service is outreach that faculty members provide to the campus, university, or the greater community. Service may include, but is not necessarily limited to, activities in four categories: service to the community; service to the local campus; service to Palmetto College Campuses and the greater university; and service to the profession.

In the four categories of service identified above, activities may or may not be predicated on education and professional experience. It is the responsibility of the individual to demonstrate how the activity listed enhances the relationship between the university and the community. A guide for listing the activities for each of these categories can be found in Guidelines for Documentation of Standards for Tenure and Promotion and Guidelines for Documentation of Standards for Professional-Track Promotions. Where a service requirement does not exist in a contract, its absence shall not be used to exclude professional-track faculty from the promotion process.

Calculation of Probationary Period

1. Since consistency of performance over a period of time is a relevant factor in evaluating faculty for tenure, assistant professors normally will not be recommended for tenure until they have completed at least four years of full-time service on a Palmetto College campus; associate professors and professors normally will not be recommended for tenure until they have completed three years of full-time service on a Palmetto College campus.

2. The maximum probationary period for tenure for all full-time faculty members appointed at the rank of professor or associate professor shall be satisfactory service in that rank for six years on a Palmetto College Campus; for all full-time faculty members appointed at or promoted to the rank of assistant professor, satisfactory service in that rank for seven years.

3. Full-time tenure-track faculty members are eligible for an extension of the maximum probationary period of up to three years. Maximum probationary period may not exceed ten years.

4. Non-tenured faculty members will be automatically granted an extension of the probationary period in the event of the birth or adoption of a child, or the death of the faculty member's spouse/partner or child if notice is provided in accordance with applicable university policy. An extension of the probationary period may also be granted upon request in the case of serious illness or death of a spouse/partner, child or close family member, the placement of a foster child or other circumstances or commitments creating a need for additional time for the faculty member to demonstrate fully their professional qualifications for reappointment or tenure. Notification and documentation are required for both automatic and requested extensions. Complete procedures for obtaining an extension are set forth in University Policy ACAF 1.31. Extension of Faculty Tenure-Track Probationary Period issued by the Provost's Office. Third year review may also be extended if tenure clock extension occurs in the first three years (see ACAF 1.05).

5. Time during which the faculty member is on leave, either with or without pay, will not be counted as part of the probationary period.

6. In cases where faculty members have been in probationary status for more than their normal probationary period due to an extension or extension(s) of the probationary period pursuant to University Policy ACAF 1.31 Extension of Faculty Tenure-Track Probationary Period, they shall be evaluated as if they had been in probationary status for the normal probationary period, not longer.

7. Instructors are not eligible for tenure, but the provisions of Item 3 (below) concerning notice of termination shall be applicable to full-time appointments at that rank, except in the case of an appointment made for a specific period of time.

Additional Considerations

To implement the application of the criteria for tenure and promotion, it is the intent of the university to follow these regulations:

1. New members of the faculty shall be informed of the tenure regulations applicable on the effective date of appointment. Changes in tenure regulations shall not be applied retroactively if detrimental to the faculty member. A faculty member who is not recommended for tenure to the Board of Trustees shall be notified in writing by the university administration. Tenure applies only on the campus on which it is earned.

2. Lecturers, armed forces personnel performing teaching assignments, and other part-time faculty members are not eligible for tenure. Service under visiting or adjunct appointments is not applicable to the acquisition of tenure.

3. a. Reappointment during Probationary Period for Tenure-Track Faculty

   Within the probationary period, all faculty appointments are on an annual basis. Written notice will be given each year of reappointment or non-reappointment for the following

year. The termination of an appointment prior to its scheduled expiration shall only be for cause. What constitutes cause and the procedures to be followed are those set forth in the provisions for termination of tenured faculty. If an appointment is not to be renewed, adequate notice will be given.

Adequate notice is as follows:

If the faculty member is in the first year of the probationary period, notice of non-reappointment will be given in writing by March 1. The appointment will end on August 15. For a mid-year appointment, notice of non-reappointment will be given by July 1. The appointment will then end on December 31.

If a faculty member is in the second year of the probationary period, notice of non-reappointment will be given in writing by December 15. The appointment will then end on August 15. For a mid-year appointment, notice of non-reappointment will be given in writing by April 15. The appointment will then end on December 31.

Thereafter, notice of non-reappointment will be given in writing at least twelve months prior to the effective date.
If there is termination for cause, these notification requirements do not apply.

b. If notice is not given in writing by the beginning of the sixth year of the maximum probationary period in the case of associate professors and professors, the appointment of the faculty member shall automatically be a continuous (or tenured) appointment.

At the unit level, all non-tenured faculty are considered for tenure, and all faculty members below the rank of professor are considered for promotion each year. Consideration at the unit level is automatic unless the faculty member requests in writing that consideration be deferred until the following year (provided that non-tenured faculty cannot defer tenure consideration beyond the penultimate year of their maximum probationary period).

Each year of a first-semester appointment shall start with the beginning of the scheduled fall term, and each year of a second-semester appointment shall begin with the beginning of the scheduled spring term.

4. An individual appointed to an administrative position may also be awarded the rank of assistant, associate, or full professor. The individual must participate sufficiently in the affairs of the academic unit to meet stated criteria for tenure and promotion. This should be so stated in writing at the time of the appointment.

   Such awards of rank must be reviewed in advance by the campus Tenure and Promotion Committee and by the Palmetto College Campus Dean.

   The inclusion of an academic title in an appointment places the individual in the campus's tenure track with the same rules and procedures for tenure and promotion and the same probationary periods as the faculty holding academic ranks. (*ACAF* 1.01)

5. In all tenure and promotion and grievance procedures, where a deadline for taking some action falls on a weekend or a university holiday, the deadline shall be the next business day following the weekend or holiday.

Annual Evaluation, Third Year Review, and Post-Tenure Review

On the Palmetto College campuses, the deans and other administrative officers are the chief means by which the academic program is implemented. The faculty of a Palmetto College campus should evaluate its administrators on a regular basis. Each campus may determine its own procedure for evaluation provided the procedure is fair.

Faculty Evaluation

The University of South Carolina is committed to annual evaluation of all faculty as indicated below. Although procedural differences may exist among the campuses, it is essential each campus conform to the university policy for evaluation.

The following statement on faculty evaluation includes points in common among the campuses of the university, and it constitutes the official policy of the university. This statement has been approved by the Board of Trustees and has been accepted by the Budget and Control Board as meeting its minimum standard.

1. Each member of the faculty will receive an annual written performance evaluation prepared by the head of the faculty member's administrative unit.

2. Unit criteria for tenure and promotion will be used as a basis for the annual evaluation.

3. Each faculty member will meet with the administrative head of the unit to discuss the evaluation.

4. The faculty member will read and acknowledge the evaluation by signing it; signing the document does not imply agreement on the faculty member's part.

5. The faculty member may respond in writing to the evaluation and that response will be retained with the written evaluation.

6. The signed evaluations and any written response by the faculty member shall become a part of the faculty member's permanent personnel file.

7. A copy of the evaluation will be provided to the faculty member.

8. Academic units shall be empowered to stipulate further criteria or procedural steps in the evaluation of faculty; however, such additional stipulation shall not violate the points set forth above.

In the implementation of faculty evaluation, the following points should be observed on each campus.

1. All campuses must send to the Office of the Palmetto College Chancellor a copy of the calendar which they are following in the matter of faculty evaluation.

2. Where peer evaluation is required, it is suggested that faculty on the tenure track (other than those in their first year) be evaluated in the fall semester at the time of tenure and promotion consideration.

3. Although notice of reappointment is not necessarily tied to performance, evaluation should be completed prior to the date by which notices of non-reappointment must be sent. Thus, faculty appointed on August 16 and in their first year should receive their initial evaluation prior to **March 1** (see Guidelines for Documentation of Standards for Tenure and Promotion below).

4. Although there is no specific university-wide format, faculty evaluation should clearly measure performance against stated criteria and against any other expectations which have been stated in writing to the faculty member. Each campus should follow its own consistent format and time frame for evaluations.

5. Any faculty member who receives a "highly effective" evaluation, defined as effective over time, may receive a permanent merit increase to base pay in addition to any annual raise.

6. Recommendations for increases in salary for Palmetto College Campuses faculty are reviewed by the chancellor. Major items considered when making such recommendations include budget forecasts, sufficient state and university allocations, tenure and promotion decisions, and performance review results (including post-tenure review).

Third Year Review

In the third year of appointment all untenured, tenure-track faculty will prepare a file according to the *Palmetto College Campuses Faculty Manual* guidelines for tenure and promotion in effect at the time the faculty member entered the tenure track. The purpose of third-year review is to document the tenure-track faculty member's progress toward meeting the requirements for tenure by the penultimate year of the probationary period. The format for file preparation is found in the Tenure and Promotion Procedures for Palmetto College Campuses. Third year review files will not be subject to external review, but will require summaries of teaching evaluations (PCCTC-13) and all other local campus tenure and promotion procedures apply. Third year review may be extended if tenure clock extension occurs in the first three years. See Calculation of Probationary Period in the *Palmetto College Campuses Faculty Manual* and ACAF 1.31 and 1.05.

The file will be submitted to and reviewed by the local tenure and promotion committee. At the full discretion of the faculty member, the file may be submitted for additional review by the Palmetto College Campuses Tenure and Promotion Committee or the chancellor of Palmetto College. The results of this review will be provided to the faculty member and forwarded to the local campus dean who will provide a written comprehensive evaluation of the faculty member's progress toward tenure and promotion.

A report of marginal or unsatisfactory progress shall include a written summary of deficiencies and recommendations for correcting the deficiencies. A satisfactory report will include a written summary, with recommendations for continuing progress toward tenure and promotion. Files that have been reviewed by the Palmetto College Campuses Tenure and Promotion Committee or the chancellor of Palmetto College will receive the same form of feedback. A satisfactory report on a third year review shall not be construed as assurance of success in the candidate's penultimate year. A rating of unsatisfactory progress by the local tenure and promotion committee may be cited as evidence in support of non-reappointment.

Post Tenure Review

1. Tenure track faculty (tenured or untenured) will undergo peer evaluation on the local campus at least once every three years: the criteria for tenure and promotion will be used as a basis for this review. Written results of peer evaluation will be provided to the faculty member.

2. For full-time administrators with tenure and faculty rank and who report directly to the Palmetto College campus dean or directly to the chancellor of Palmetto College, participation in the post-tenure review process is suspended throughout the duration of their administrative appointment. Upon return to full-time faculty responsibilities, the post-tenure review policy for these individuals will be in effect.

3. Once every six years, tenured faculty members (of any academic rank) shall undergo a process of review of the previous six years of work: the criteria for tenure and promotion will be used as a basis for this review. The file will be submitted to and reviewed by the local tenure and promotion committee. The file is not subject to external review (PCCTP-14) and the faculty member is not required to include the compiler's summary of teaching evaluations (PCCTP-13) unless they choose to. The "highly effective" record as listed in the Palmetto College Campuses Faculty Manual on pages 8 - 11 is not required for this review. The results of this review will be provided to the faculty member and forwarded to the local campus dean.

4. When a tenured faculty member receives an overall rating of unsatisfactory, the file will be referred to a local campus committee which will work with the faculty member to develop a plan and time table for correcting deficiencies. Within budgetary constraints, the local campus will provide reasonable fiscal support for implementation of such plans.

5. In the sixth-year post tenure review, when a tenured faculty member receives an overall rating of unsatisfactory, the file will be referred to a local campus committee which will work with the faculty member to develop a plan and time table for correcting deficiencies. Within budgetary constraints, the local campus will provide reasonable fiscal support for the implementation of such plans.

6. The procedure which governs "termination for cause" of any tenured faculty appointment is clearly articulated in the *Palmetto College Campuses Faculty Manual* and no process of outcome associated with post tenure review shall supersede the guidelines established by these provisions.

Tenure and Promotion Procedures for Palmetto College Campuses

The University of South Carolina adheres in principle to the most recent standards of the American Association of University Professors regarding the rights, privileges, and benefits accorded faculty members. Where university policies differ from those standards, the regulations stated herein, or as subsequently modified by the university, shall apply (see Guidelines for Documentation of Standards for Tenure and Promotion below). In addition, see manual appendices for procedures specific to local Palmetto College Campuses.

Eligibility for Tenure or Promotion

Each year all non-tenured tenure-track faculty and professional librarians may be considered for tenure, and all tenure-track faculty members below the rank of professor may be considered for promotion. (Application, however, should be guided by the time constraints suggested in the *Qualifications and Criteria for Academic Rank* section of this *Palmetto College Campuses Faculty Manual*).

The dean, or the dean's designated academic administrator will write to each eligible faculty member asking if the individual wishes to be considered for tenure or promotion. Each campus will consider and vote on all eligible faculty members except those who, in writing, waive consideration until the following year. Each campus must consider for tenure any faculty member in the penultimate year of a probationary appointment (sixth year for assistant professor and fifth year for those appointed at the associate professor level or above).

Notification of Intent to Apply for Promotion and/or Tenure

By **March 1 (August 15 for second-semester appointments)**, the dean or the dean's designated academic administrator shall notify each faculty member eligible for promotion or tenure that he or she should file written intent of application for promotion and/or tenure.

By **March 15 (September 1 for second-semester appointments)**, candidates must respond to the Dean's notice by filing notice of intent to apply for promotion and/or tenure in writing.

Policies and Procedures for Preparation of File

- Each faculty member who wishes to be considered for tenure and/or promotion and all faculty members who have served the maximum probationary period must complete the Tenure and Promotion File Form provided to each campus by the Office of the Palmetto College Chancellor. Subject to the conditions below, the completed Tenure and Promotion File Form, information requested by the tenure and promotion process and information selected by the applicant to support their application shall constitute a tenure and promotion file.

- A tenure and promotion file will be started at the time a faculty member is hired. This file will include hiring dates, rank, penultimate dates for tenure consideration and such

review forms as dictated by campus and system policy. The file will be maintained in the office of the campus associate dean for academic affairs.

- The candidate bears primary responsibility for preparation of the file on which decisions will be based. Documents mandated by campus policy, such as peer review forms, administrative reviews, etc., will be delivered to the associate dean for academic affairs (by the originating authority) for placement in the candidate's file.

- In preparing a file for tenure and promotion, it is the responsibility of the candidate to determine where he or she wishes to place an item as evidence, and to provide justification as to how the item constitutes evidence of teaching, scholarship or service. See "Guidelines for the Documentation of Standards for Tenure and Promotion" below. The Tenure and Promotion File Form includes the following sections and must be arranged in this order:

  (Each section may refer to materials in the reference collection)

Standard Bookmarks for PDF Files

Form Number	Section	Commentary
PCCTP-1	Palmetto College Campuses Tenure and/or Promotion File Form	
PCCTP-2	Palmetto College Campuses Criteria for Tenure and/or Promotion	Include *Palmetto College Campuses Faculty Manual* qualifications and criteria for academic rank sought, as well as tenure criteria (effective for associate, highly effective for full).
PCCTP-3	Voting Form	
PCCTP-4	Education and Employment History	
PCCTP-5	Personal Statement	The Personal Statement should be an overview of the candidate's career, teaching philosophy, and scholarship and service activities. This Personal Statement should not normally exceed 5 typed pages. Detailed discussion and evidence should be confined to the appropriate evidence section.
PCCTP-6	Evidence of Effective Teaching or Librarianship	A table with the candidate's teaching history must be included with a semester-by-semester list of sections taught. For librarians, use alternate form PCCTP-6L and include evaluations documenting professional achievements. See Guidelines for Documentation of Standards for Tenure and Promotion for additional information.

PCCTP-7	Evidence of Scholarship	See Guidelines for Documentation of Standards for Tenure and Promotion below for suggested evidence.
PCCTP-8	Evidence of Service	See Guidelines for Documentation of Standards for Tenure and Promotion below for suggested evidence.
PCCTP-9	List of Supporting Materials	
PCCTP-10	Curriculum Vitae	
PCCTP-11	Other Items	Campus specific policy may dictate the inclusion of certain items in Other Items.
PCCTP-12	Addenda	If referred to in the file, material information arising as a consequence of actions taken prior to the campus vote, for example (i) letters from outside evaluators solicited before but received after the campus review process is initiated; (ii) notification of acceptance of a manuscript referred to in the file; (iii) publication of books or articles which had been accepted prior to initiation of the review process; and (iv) published reviews of a candidate's work which appear after initiation of the review process.
PCCTP-13	Summary of Teaching Evaluations	Not prepared or inserted by the candidate. Not applicable for librarians.
PCCTP-14	External Reviews of Scholarship	External evaluations of a candidate's scholarly or creative achievements and other professional activities received by the candidate, department, division or campus. Not prepared or inserted by the candidate.
PCCTP-15A	Division Chair's Letter (if applicable)	Levels of review may vary by campus.
PCCTP-15B	Associate Dean for Academic Affairs Letter (if applicable)	Levels of review may vary by campus.
PCCTP-15C	Local Tenure and Promotion Committee Letter	
PCCTP-15D	Campus Dean's Letter	
PCCTP-15E	Palmetto College Campuses Tenure and Promotion Committee Letter	
PCCTP-15F	Chancellor of Palmetto College Letter	
PCCTP-15G	Provost's Letter	

Policies and Procedures for Preparation of File (continued)

- The narrative sections of the file normally should not exceed 30 typed pages (including sections PCCTP-5, PCCTP-6, PCCTP-7 and PCCTP-8).

- The candidate also may prepare a reference collection of documents (books, other publications, copies of grant proposals, student evaluations, etc.) which will not be duplicated but will accompany the tenure and promotion file through the various levels of review. The reference collection of materials will be returned to the candidate at the end of the review process.

- Instruments or mechanisms authorized by the local campus for evaluating a candidate's teaching, such as peer and student evaluations, will be included in the file. All such evidence shall be organized in reverse chronological order. The candidate should include other evidence of teaching effectiveness.

- Letters written by outside reviewers or faculty members in previous years are not automatically included in the file. The candidate or a reviewer may include such a letter in the file but must have the author's written permission.

- Apart from material added by the candidate, only materials from division chairs, associate deans for academic affairs, campus tenure and promotion committees, campus deans, the chancellor of Palmetto College, and the Palmetto College Campuses Tenure and Promotion Committee may be added to the file. All such items are to be placed in section 11, Addenda, in the appropriate subsection at the end of the candidate's file. Except for those items specified in Item c) at the end of this section, the file must be complete by **November 1 (March 31 for second-semester appointments) and before the campus tenure and promotion committee begins to review it.**

- Neither the candidate nor any other person may bar or remove any document or other evidence (duly filed and permitted by the tenure and promotion process) from a file.

- No faculty member other than the candidate, unit chair, or dean may require that any document or other evidence be included in the file, but faculty members may cite or quote from any evidence not in the file in their vote justifications or in separate letters to their dean or unit chair. Justifications which accompany individual votes will become a part of the file.

- After the campus review process begins, only the following items may be added to the file:

    a) Campus tenure and promotion vote justifications and statements from the dean and other academic administrators which accompany the file to the next steps of the procedure.

    b) The votes and vote justifications of the members of the Palmetto College Campuses Tenure and Promotion Committee.

c) If referred to in the file, material information arising as a consequence of actions taken prior to the campus vote, for example (i) letters from outside evaluators solicited before but received after the campus review process is initiated; (ii) notification of acceptance of a manuscript referred to in the file; (iii) publication of books or articles which had been accepted prior to initiation of the review process; and (iv) published reviews of a candidate's work which appear after initiation of the review process.

d) Information received by the Palmetto College Campuses Tenure and Promotion Committee which may not be added to the file under the above provisions will not be considered by the Palmetto College Tenure and Promotion Committee in its deliberations.

- The candidate (unless for tenure consideration in the penultimate year) has the right to remove the file from further consideration at any point in the process. Removal will be accomplished through a written request for non-consideration by the candidate. The request should be sent to the Office of the Palmetto College Chancellor, which will forward it to the level where the file is being actively considered.

External Reviews

Each tenure track faculty member hired after **June 28, 2007** applying for promotion and/or tenure will submit a file for external review of their scholarly work, research and/or creative achievements. All faculty applying for promotion to full professor after **June 28, 2007** are subject to this external review requirement. The files should ideally include three external reviews.

The candidate's responsibility in this review process is to select appropriate reviewers with their immediate supervisor and to submit a completed tenure and promotion file by the dates outlined below. In the event that university administration despite best efforts is not able to obtain three external reviews before the initial campus review, the file will still be forwarded for appropriate consideration at all levels of review. The lack of external reviews may not be used to the detriment of the candidate's application.

Selection of External Reviewers

1. While peer or peer-aspirant institutions may provide a pool of reviewers who understand the academic environment of the Palmetto College campuses, reviewers may also come from other academic institutions and appropriate non-academic sources. In order to demonstrate the reviewer's knowledge of the candidate's scholarship area, each review must include the reviewer's curriculum vitae.

2. External reviewers must come from beyond any of the campuses of the University of South Carolina and cannot include any employee of the university.

3. While objectivity is a desired trait for reviewers, prior association between the candidate and the reviewer may exist. No candidate should have a prior or present professional collaboration (student/postdoctoral student/advisor) with a reviewer.

4. By **April 1 (October 1 for second-semester appointments)**, the candidate working with their immediate supervisor (usually the chair) will compile a list of at least five potential reviewers with whom the candidate and chair are mutually satisfied. The list must include names of reviewers, titles, and complete contact information. Two of the five reviewers will be selected by the candidate and one reviewer will be selected by the immediate supervisor (on behalf of the institution).

External Review Procedures

1. By **April 15**, each Palmetto College campus Faculty Organization will provide the Office of the Palmetto College Chancellor a campus description of that Palmetto College campus and the following information:

    a. normal teaching load per semester
    b. local funding and course relief for research and scholarship
    c. description of facilities
    d. availability of mentors or colleagues with similar interests
    e. availability of students to participate in research and scholarship

    The faculty organization will review the campus description annually, updating and approving it through official channels as needed.

2. By **April 15 (October 1 for second-semester appointments)**, the immediate supervisor will make initial contact with the potential reviewers to assure that they are willing to participate and then forward the final list of potential reviewers to the Office of the Palmetto College Chancellor.

3. All further contact with the reviewers will be through the Office of the Palmetto College Chancellor. The candidate should have no contact with external reviewers regarding the file <u>after this initial contact by the immediate supervisor until the candidate has received the president's letter at the end of the tenure process</u>. The anonymity of the external reviewers must be upheld and shall not be compromised.

4. By **July 1 (November 15 for second-semester appointments)**, the candidate will submit the tenure and promotion file and primary supporting documentation for external review to the Office of the Palmetto College Chancellor. The file must include sections PCCTP-5 and PCCTP-7, but may include any other sections as well. The candidate will submit the file and primary documentation in electronic (.pdf) format. If the candidate also wishes to submit selected print items in the primary documentation, the candidate must submit four copies of the print items.

5. The portions of the tenure file regarding scholarship should be complete and final at the point of submission for external review, although the candidate may include information regarding teaching and service as well. Further, the candidate may continue to revise the file after submission until the deadline set for individual campus review but no later than November 1 (March 31 for second-semester appointments).

6. By **July 15 (November 15 for second-semester appointments)**, the Office of the Palmetto College Chancellor will send each reviewer a letter requesting an evaluation of the candidate's scholarly work, research and/or creative achievements. This letter should

include a requested deadline of **August 30 (February 1 for second-semester appointments)** for receipt of the review, which should be based on the following enclosures:

a. the campus description from the local Faculty Organization (see #1 above)
b. the criteria for promotion and tenure
c. the candidate's promotion and/or tenure file
d. a copy of any primary supporting documentation, e.g. reprints of publications
e. validation that the review is confidential to the extent allowed by South Carolina law.

7. If any external reviewer has not submitted a review by **August 30 (February 1 for second-semester appointments)**, the Office of the Palmetto College Chancellor will contact the reviewer(s) and request delivery of the review within a week. If after that week, the review has not been received, the Office of the Palmetto College Chancellor will contact another reviewer(s) from the original list of five potential reviewers. The deadline for such requests will be no later than **October 15 (March 31 for second-semester appointments)**.

   Any reviews received before the initial campus review will be included in the file for consideration. Any reviews received after the initial campus review begins will be placed in the tenure and promotion file Addendum.

   As noted above, in the event that university administration despite best efforts is not able to obtain three external reviews before the initial campus review, the file will still be forwarded for appropriate consideration at all levels of review. The lack of external reviews may not be used to the detriment of the candidate's application.

8. At or prior to the initial campus review, the Office of the Palmetto College Chancellor will provide the reviewers' curriculum vitae and review for inclusion in the candidate's file and will inform each candidate for tenure and/or promotion of the number of external review letters added to the candidate's file.

Summary of Teaching Evaluations

for Tenure and Promotion Files (PCCTP-13)
(Not applicable for librarians.)

1. Tenure-track faculty members applying for promotion and/or tenure will be responsible for selecting a senior faculty member to write a third-party narrative summary of their teaching evaluations. The purpose of the summary is to provide an interpretation of the data in the context of local campus conditions separate from that provided by the candidate.

   The summary writer should hold a higher rank than the candidate, i.e., should be an associate or full professor for a candidate seeking tenure and promotion to associate professor, and when possible, a full professor for a candidate seeking promotion to full professor. Writing the narrative summary does not exclude the writer from participating in other aspects of the promotion and tenure process.

2. Each campus will designate an individual to be responsible for compiling cumulative teaching evaluation data for tenure and promotion candidates. The compiler will create a table with the candidate's average scores as well as the campus scores for each question on the student evaluation, excluding any questions concerning the use of Blackboard and other technology. Additional summarized data may be requested by the campus and/or academic unit on the candidate's behalf for this table (Table 1). This summary will include data going back either as far as the period the tenure or promotion file covers, or as far back as records are available, whichever period is shorter. The candidate will not be held responsible for maintaining records beyond what the university has access to at the time of the preparation of the file, and the absence of such data shall not affect the consideration of a candidate's file at any level of the review process.

Table 1. Summary of Teaching Evaluations Dataset

	Q1	Q2	Q3	Q4	[and so on, as needed]
Faculty					
Campus					

By June 1 (October 1 for second-semester appointments)**,** the compiler will provide a cumulative report of the numerical data (such as a table or chart) to the candidate and campus administration for use in the T&P file.

3. By September 1 (February 1 for second-semester appointments), the candidate should provide the following material to the summary writer:

    - a copy of the candidate's Teaching Responsibilities chart and PCCTP-6
    - the cumulative report of the candidate's numerical evaluation data along with all available written comments on the student evaluations
    - copies of other instruments or mechanisms authorized by the local campus for evaluating a candidate's teaching, such as peer evaluations

4. Referring to the candidate's materials, the summary writer will compose a succinct overview of no more than two (2) pages. The summary should provide the context needed to interpret the evaluations fairly, enabling readers of the file outside the candidate's discipline and campus to understand their teaching responsibilities, including any special circumstances. The summary writer may also provide contextual information that he or she deems pertinent. Examples may include the following:

    - proportion of required to elective courses or general education to upper-level courses
    - student population (majors, non-majors, or mix)
    - course difficulty, discipline-specific challenges
    - notably small class size (which affects reliability of data pool) or large class size
    - trends or changes such as improvement over time responses to patterns of student criticism, etc.

5. The writer will submit the narrative summary of teaching evaluations to the Office of the Palmetto College Chancellor, who will be responsible for placing it, accompanied by a copy of the cumulative report of numerical data and the student evaluation instrument, in

the candidate's file (PCCTP-13) by November 1 (March 31 for second-semester appointments) or before the initial campus review.

Procedures on the Local Campus Level

- Except for those items specified for inclusion in the Addendum, the file must be complete by **November 1 (March 31 for second-semester appointments) and before the campus tenure and promotion committee begins to review it**. All files will be presented electronically (.pdf) with bookmarks designating the sections of the file, to the Office of the Palmetto College Chancellor.

- Only faculty of equal or higher rank may vote on those applying for that rank. All tenured faculty may vote on applications for tenure. The minimum number of faculty necessary for voting on a candidate is five. Campus tenure and promotion committees will request the participation of faculty from other Palmetto College campuses if necessary to form a quorum. In the event that a campus cannot provide at least three members for its local Tenure and Promotion Committee, additional members shall be appointed by the Palmetto College Campuses Faculty Senate Executive Committee, in consultation with members of the local committee, and the chancellor or designee. Faculty holding administrative positions (such as chair, dean, provost or president) which enable them to make recommendations on a candidate may not vote on those candidates. Emeritus professors may not vote. A faculty member on leave may vote only upon written notification to the unit chair or dean of a desire to do so before beginning the leave. This faculty member must attend the meetings of the committee to cast a vote.

- Meetings at which candidates are considered for tenure and promotion are closed to everyone except those eligible to vote on the candidate. A campus tenure and promotion meeting may, however, by rule, motion, or invitation of the chair of the meeting, be opened to anyone the body wishes to be present at the meeting and/or be heard.

- Tenured faculty of a campus may review a candidate as a committee of the whole or operate through an elected local committee. No local committee will have fewer than five members.

- Each member of the campus tenure and promotion committee shall vote "yes," "no," or "abstain." Where campus rules do not specify majority, a majority of yes votes among those voting "yes" and "no" shall constitute a favorable recommendation. Absent a special unit rule to the contrary, abstentions shall be recorded but not used in the determination of majority for a favorable recommendation. Each campus may decide what percentage of the vote constitutes a favorable recommendation. Original ballots with justification must be provided by each voting faculty member. Justifications need not be signed but must clearly state how the author voted. Any ballot without justification will be voided.

- After the votes have been recorded and reported to the committee, the ballots and justifications will be included in the file. The committee will generate a letter which will indicate:

    1. Recommended for promotion

2. Recommended for tenure
3. Not recommended for promotion at this time
4. Not recommended for tenure at this time
5. Not recommended for tenure (this category is reserved for cases where the faculty member has served the maximum probationary period in any rank)

By **December 1 (May 15 for second-semester appointments)**, the chair of the campus committee shall write a letter informing the candidate of the committee's recommendation. The file, including the ballots, justifications, and letters from any other level of local review, will be forwarded to the campus dean. The dean and any other administrative officials involved in the local campus voting will review the file and write an assessment and recommendation to be included in the tenure and promotion file. The dean will then forward the file to the Office of the Palmetto College Chancellor. The dean and any other administrative officials with a vote at the local level will notify the candidate, in writing, of their recommendation.

Procedures at the Palmetto College Campuses Level

- By **January 5 (August 1 for second-semester appointments)**, the campus dean will forward the files and any recommendations to the Office of the Palmetto College Chancellor for review by the Palmetto College Tenure and Promotion Committee.

- Unless governed by local policy, appeals of campus recommendations will be handled in accordance with the Procedure for Grievance Related to Denial of Promotion or Tenure located on page 68.

The Palmetto College Campuses Tenure and Promotion Committee Membership

- The Palmetto College Campuses Tenure and Promotion Committee is composed of up to ten tenured associate or full professors. (All are elected; two from each). Each campus will elect two representatives to this committee by **October** of each academic year. The minimum number of faculty necessary for voting on a candidate is five. No one who participates in administrative review of candidates or who serves on the local Tenure and Promotion Committee or Palmetto College Campuses Grievance Committee shall be elected to this committee.

- If a member must vacate a seat, the tenured members of the local campus other than the person to be replaced shall elect a qualified faculty member to fill the vacancy.

- No member shall serve for more than three consecutive years.

- At least one representative from each campus to the committee shall be at the full professor level. The other representative shall be at least at the associate professor level.

- No faculty member may serve on the committee during the year in which the member's case receives active consideration.

- All applications for tenure and/or promotion in academic rank must be submitted to the Palmetto College Campuses Tenure and Promotion Committee.

- The committee will not normally recommend promotion for anyone who is not currently engaged in teaching, with the exception of librarians.

- If a campus is unable to meet the membership rules, exceptions may be made subject to the approval by the local faculty organization, the Palmetto College Campuses Faculty Senate Executive Committee and the Office of the Palmetto College Chancellor.

Responsibilities of the Palmetto College Campuses Tenure and Promotion Committee

- The Palmetto College Campuses Tenure and Promotion Committee applies tenure and promotion guidelines as a part of its deliberations. In conjunction with the Rights and Responsibilities Committee (R&R) of the Palmetto College Campuses Faculty Senate, the Palmetto College Campuses Tenure and Promotion Committee shares tenure and promotion issues and concerns with the faculty.

- The tenured members of each campus formulate and revise internal procedures for tenure and promotion. Local procedures should be consistent with the guidelines published in the *Palmetto College Campuses Faculty Manual*. Inconsistencies noted by the Palmetto College Campuses Tenure and Promotion Committee during their deliberations will be communicated to the chair of the Rights and Responsibilities Committee. The local campus procedures will then be reviewed for clarity and consistency with the *Palmetto College Campuses Faculty Manual*.

- The Palmetto College Campuses Tenure and Promotion Committee receives from the Office of the Palmetto College Chancellor all files of faculty and professional librarians being considered for promotion or tenure. The Palmetto College Campuses Tenure and Promotion Committee reviews each file and determines whether it supports the conclusions and recommendations of the campus tenure and promotion committees and campus deans. This review includes an examination of decisions to determine consistency with the criteria published in the *Manual*. In reviewing files the responsibility of the Palmetto College Campuses Tenure and Promotion Committee is twofold:

  a) To verify that criteria used by campus are consistent with the *Manual*; and
  b) To review individual tenure and promotion cases and to recommend to the chancellor of Palmetto College for or against tenure and/or promotion.

  On completing this review, the Palmetto College Campuses Tenure and Promotion Committee will forward the files to the Office of the Palmetto College Chancellor for the next stage of the review process.

- No person who serves on a campus tenure and promotion committee or who is in a supervisory role relative to the candidate may serve on the Palmetto College Campuses Tenure and Promotion Committee.

- Associate Professors who serve on the Palmetto College Campuses Tenure and Promotion Committee will not be present during deliberation on candidates for professor

except when invited to present a file. In any case, no associate professor will be present during the vote on a candidate for professor.

- The basis for voting by individual Palmetto College Campuses Tenure and Promotion Committee members is the material in the file presented to the Palmetto College Campuses Tenure and Promotion Committee and the recommendation and justifications of the campus tenure and promotion committee and the recommendations and rationale of administrators that accompany it. Members of the Palmetto College Campuses Tenure and Promotion Committee consider only the criteria applicable to the case and are guided by reasonable deference to the votes and rationale of the members of the campus tenure and promotion committee, the quality of the material in the file, the quality of the justifications that accompany the votes and administrative recommendations, and the strength of support on the local campus and within the USC system.

Palmetto College Campuses Tenure and Promotion Committee Procedures

Review and Discussion: Before the meeting, the Office of the Palmetto College Chancellor sends the members of the Palmetto College Campuses Tenure and Promotion Committee the files of all candidates who are seeking tenure and/or promotion. Committee members are expected to have read all files thoroughly before the meeting. Candidates' reference collections will be available in the Office of the Palmetto College Chancellor. If a committee member would like to review any of the materials in a reference collection, the review should be accomplished prior to the meeting. The chancellor will appoint a temporary chair to call the meeting to order and proceed to the first order of business, electing a chair and a secretary for the meeting. After the chair and secretary have been elected, an agenda will be agreed upon by the committee which usually consists of agreeing on how to review the files. (Though there is no mandatory procedure, the usual order is that files for tenure will be considered first followed by files for assistant professor, associate professor, and professor.)

Voting: After review and discussion of each file, the chair calls for a vote on the candidate by secret ballot. Each member votes and writes a justification on the ballot which must focus on the three areas of evaluation as outlined in the *Criteria for Tenure and Promotion* section of this *Palmetto College Campuses Faculty Manual*; however, there shall be no limit on the candid expressions of support or nonsupport by a committee member. A majority of those voting "yes" and "no" constitutes the recommendation of the Palmetto College Campuses Tenure and Promotion Committee. Voided ballots and abstentions will be recorded but not used to compute a majority. After discussion of each case, the Committee members shall vote by secret ballot on tenure and promotion as separate issues. The vote of "Yes," or "No," or "Abstain" shall indicate:

1. Recommended for promotion
2. Recommended for tenure
3. Not recommended for promotion at this time
4. Not recommended for tenure at this time
5. Not recommended for tenure (this category is reserved for cases where the faculty member has served the maximum probationary period in any rank)

- Ballots and justifications will be collected, and the chair will count the ballots. The committee's recommendation accompanied by individual votes and justifications will become a part of the file which will then be forwarded to the Office of the Palmetto

College Chancellor. The Palmetto College Campuses Tenure and Promotion Committee's recommendation and vote also will be recorded on the voting form which accompanies each candidate's file. The voting form should contain the campus tenure and promotion committee's vote, the associate dean for academic affairs (and/or other supervisor's) expression of support or non-support, and the campus dean's recommendations.

- The procedures, rules, and actions of the committee not related to individual files are a matter of record. All other matters, including file contents and committee discussion of candidate files, are strictly confidential.

Notification: The Chair of the Palmetto College Campuses Tenure and Promotion Committee shall write a letter informing the candidate of the committee's recommendation.

For candidates recommended by vote of the committee, the chair of the committee will have a letter prepared stating:

> *"The Palmetto College Campuses Tenure and Promotion Committee met on (date) and recommends you for (promotion to _____ and/or tenure). This recommendation has not been reviewed by the administration of the university. This decision is not final until the administration and the committee's recommendations are acted upon by the Board of Trustees."*

For candidates receiving a vote by the Committee not to recommend, the Chair will have a letter prepared for the candidate stating:

> *"The Palmetto College Campuses Tenure and Promotion Committee met on (date) and does not recommend you for (promotion to _____ and/or tenure). This recommendation has not been reviewed by the administration of the university. This decision is not final until acted upon by the administration."*
>
> *"If you wish to appeal the Committee's action with regard to _____ , you may do so by writing to the Office of the Palmetto College Chancellor as outlined in the* Palmetto College Campuses Faculty Manual*, Grievance Procedure (page 68). The process of appeal should be initiated no sooner than the receipt of notification from the president."*

For candidates receiving a split vote with respect to tenure and promotion, the Chair will have a letter prepared for the candidate stating:

> *"The Palmetto College Campuses Tenure and Promotion Committee met on (date) and recommends you for _____ ; however, the committee has not recommended you for _____ at this time. These recommendations have not been reviewed by the administration of the university. These decisions are not final until the administration and the committee's recommendations are acted upon by the Board of Trustees, if applicable."*
>
> *"If you wish to appeal the committee's action with regard to _____ , you may do so by writing to the Office of the Palmetto College Chancellor as outlined in the* Palmetto College Campuses Faculty Manual*, Grievance Procedure (page 68). The process of appeal should be initiated no sooner than the receipt of notification from the President."*

Each letter shall be signed by the Chair of the Committee. Each candidate shall be notified of the committee's decision by **March 1 (September 15 for second-semester appointments)**.

Procedures after the Palmetto College Campuses Tenure and Promotion Committee

The files will be reviewed by the chancellor of Palmetto College, the provost, and the president. If, after reviewing a file, the president favors promotion and/or tenure, a recommendation to that effect will be forwarded to the Board of Trustees. The appropriate administrative officer will inform the candidate of the president's decision. Files not recommended by the president for favorable action are not forwarded to the Board of Trustees.

Applicants who are denied promotion and/or tenure will be notified by the president of the negative decision. Applicants who are denied promotion and/or tenure may appeal through the chancellor of Palmetto College for consideration on specific grounds (See page 68).

Report to Palmetto College Campuses Faculty Senate

After the Board of Trustees concludes its role in the tenure and promotion process, a report shall be generated by the Office of the Palmetto College Chancellor which is to include the recommendations of each level of review from unit (campus) reviewers up through the Board of Trustees. The report will be as complete as possible while protecting the confidentiality of each candidate. The report should be presented at the first fall meeting of the Palmetto College Campuses Faculty Senate.

Candidate Notification

In accordance with the stipulations for notification detailed above, each candidate shall be notified of action by the appropriate level of review in a timely fashion.

Access to Recommendations and Written Justifications

A candidate may request a redacted transcript of the written recommendations and justifications of all levels of review. This request may follow the president's notification and must be in the form of a letter to the chancellor of Palmetto College expressing the candidate's desire to appeal through the grievance procedure. A successful applicant also may request this information by writing to the chancellor after receiving notice from the Board of Trustees of its final disposition of their petition for promotion and/or tenure.

Flow Chart of Palmetto College Campuses Tenure and Promotion Procedure

PROCEDURE		CANDIDATE NOTIFICATION
↓		
Dean (or designate) writes to eligible candidates		
↓		
Candidate prepares file		
↓		
File undergoes external review		Candidate notified of the number of external reviews added to the file
↓		
*Department chair adds recommendation and forwards to Associate Dean for Academic Affairs	→	*Candidate informed of recommendation
↓		
* Associate Dean for Academic Affairs adds recommendation and forwards to campus tenure and promotion committee	→	*Candidate informed of recommendation
↓		
Campus tenure and promotion committee votes	→	Candidate informed of vote and recommendation
↓		
Dean sends file with their recommendation to Palmetto College Campuses Tenure and Promotion Committee	→	Candidate informed of Dean' recommendation
↓		
Palmetto College Campuses Tenure and Promotion Committee votes	→	Candidate informed of recommendation
↓		
Chancellor of Palmetto College		
↓		
Provost		
↓		
President	→	Candidate informed of recommendation
↓ if yes		↓ If no
Board of Trustees		Candidate not tenured and/or promoted
↓		↓
Candidate tenured and/or promoted		Under certain conditions, candidate may appeal through grievance procedure

* Each campus may not have these levels of review.

Guidelines for Documentation of Standards for Tenure and Promotion

Teaching Effectiveness

Definition: Teaching effectiveness is the amount of progress students make on teacher defined goals consistent with professional standards in that discipline.

Criterion:	**Suggested Documentation** ***May Include***
Course design: Effective teaching involves the development of clear course goals which must be consistent with both the missions of the campus and the role of the course in the curriculum. Effective instructors clearly connect stated goals of the course to the assessment of student learning.	*Personal narrative statement *Sample syllabi *Sample exams *Development of new course(s) *Peer review
Student learning: Student demonstrates progress in achieving course goals.	*Course/student evaluations *Alumni survey data *Pre- and post-tests *Results of standardized exams *Samples of students' work *Success in subsequent course(s) *Post graduation employment statistics *Peer review of testing instruments
Knowledge: Effective instructors demonstrate a breadth and depth of understanding of the subject appropriate to the level of the course and students' background.	*Degrees, certification, credentials *Professional publications and/or presentations *Course materials (syllabi, exams, etc.) *Attendance at professional meetings, conferences, seminars
Communication ability: Effective instructors make themselves clear, state objectives, summarize major points and provide examples. They present material in an organized manner and encourage student participation	*Personal narrative statement *Student evaluations *Classroom visitations *Video tapes, syllabi, course materials
Instructional improvement: Effective instructors continually reassess their teaching methodologies and course content and seek to enhance their teaching skills.	*Personal narrative statement *Outcome measures *Attendance at teaching effectiveness workshops, seminars, etc. *Sample syllabi *Teaching diary
Personal characteristics: Effective instructors are approachable and available. They are respectful and are fair in all dealings with students. Their enthusiasm about teaching and their subject serves to motivate and inspire their students.	*Student evaluations *Classroom visitations *Peer evaluations *Administrative evaluations

Effectiveness as a Librarian

"The basic criterion for promotion in academic rank [for library faculty] is to perform professional level tasks that contribute to the educational and research mission of the institution. . . . The criteria for tenure are closely allied to the criteria for promotion in academic rank." (ACRL's "A Guideline for the Appointment, Promotion and Tenure of Academic Librarians")

Candidates will describe how they have successfully addressed, and show evidence of effectiveness related to, the five criteria listed below. However, because librarians' assigned roles differ within the library organization, candidates may justify why any criterion is not applicable to their position.

- User Services
- Information Acquisition and Organization
- Teaching
- Management/Administration
- Technology

Criteria, with descriptive statements: *(Descriptive statements under each criterion are not required to be individually addressed by the candidate but are provided for the benefit of the reviewer.)*	***Suggested Documentation May Include:***
User Services: Effective academic librarians have knowledge of and apply principles of the American Library Association Code of Ethics, including the provision of equitable access to information resources, resistance to barriers of intellectual freedom, promotion of intellectual property protections, and engagement and participation in communities of practice. Effective academic librarians facilitate use of library resources and service delivery in accordance with prevailing norms and applications. Effective academic librarians locate, evaluate, and synthesize information from diverse sources for use by the academic community. Effective academic librarians provide guidance in the use of recorded knowledge and information.	*Personal narrative statement *Student and Faculty Annual Library Survey results *Sample promotional library materials *Sample library policies *Exhibits *Related data compilations of library use *Consultation on copyright, intellectual property, censorship, customer service, etc. *Library services, outreach, programs, and marketing initiatives and/or implementation *Collaboration with academic departments or community partners
Information Acquisition and Organization: Effective academic librarians manage various collections through evaluating, selecting, acquiring, processing, implementing, maintaining, storing, preserving, conserving, and/or deselecting resources, in accordance with prevailing norms, applications, and professional, ethical judgment.	*Samples of research guides *Webpages *Exhibits *Book requests and purchases *Visual, electronic and print communications *Related data compilations of information retrieval and organization *Sample library policies

Effective academic librarians organize recorded knowledge and information by employing the systems of cataloging, metadata, indexing, and classification standards and methods.	
Teaching: Effective academic librarians apply a depth and breadth of understanding of information organization, research methods and methodologies, information-seeking behaviors, and critical thinking skills to the abilities and anticipated learning outcomes of students, staff, faculty, and members of the academic community. Effective academic librarians demonstrate sound, responsible pedagogy and apply proven and innovative teaching strategies in formal (ex: classrooms) and informal learning environments (ex: research consultations). Effective academic librarians enhance the formal and informal learning experiences of students and promote a sustained interest in continuing education and lifelong learning.	*Personal narrative statement *Formal course evaluations *Research Consultation data and statistics *Peer teaching reviews *Library Instruction Evaluation forms *Pre- and post-tests *Study, evaluation, implementation, and promotion of new technologies and services *Summary or statistical data of instructional activities *Instructional materials or modules *Prepared class presentations *Attendance at teaching improvement seminars or workshops *Samples of research guides *Workshop offerings
Management/Administration: Effective academic librarians make informed and fair decisions about library administration, policies, and services using the ALA Code of Ethics and within the basic legal framework of copyright, privacy, and other applicable laws as a guide. Effective academic librarians managing a library, library area, or individual project demonstrate principled, positive leadership, productive planning, analysis of complex problems, implementation of appropriate solutions, and evaluation of outcomes. Effective academic librarians demonstrate excellent written and oral communication skills and produce policies, programs, and services appropriate to the institution's educational mission and role in the community. Effective academic librarians develop partnerships, collaborations, networks, and other structures within and beyond the academic community. Effective academic librarians advocate for libraries, librarians, other library workers, and library services.	*Personal narrative statement *Sample library policies *Procedure manuals *Planning documents *Budget documents *Sample communications with personnel, higher administration, and other library constituents *Program summaries *Statistics and data summaries
Technology: Effective academic librarians apply information, communication, assistive, and related technologies as they affect the resources, service delivery, and uses of	*Samples of research guides *Websites *Interlibrary Loan Usage Information *Other Document Delivery Service Information *Visual, electronic and print communications *Prepared class presentations

libraries in accordance with professional ethics and prevailing service norms and applications. Effective academic librarians assess and evaluate the specifications, efficacy, and cost efficiency of technology-based products and services. Effective academic librarians identify and analyze emerging technologies and innovations in order to recognize and implement relevant technological improvements.	*Exhibits *Workshop offerings *Study, evaluation, implementation, and promotion of new technologies

Scholarship

To more clearly indicate the importance of scholarly activities to our faculty and the institution, this document provides and describes a definition of scholarship as it relates to tenure and promotion decisions at Palmetto College Campuses.

Definition of Scholarship - Scholarship is a function of one's field of academic expertise and includes the body of activities associated with the development, dissemination, application, and evaluation of knowledge or artistic expression.

Categories of Scholarship:

Dissemination of Knowledge: Activities in this category represent those most often affiliated with scholarship; publications, presentations, and other means of communicating newly synthesized knowledge in a medium that encourages examination and feedback by peers. The basic unit (presentation, article, book, exhibit, etc.) of scholarship in this category varies by discipline as does the necessity of grants. But all disciplines share the principle of building upon existing scholarship and peer review. The level of achievement varies depending upon the scope of the dissemination, the reputation of the outlet for dissemination, and the amount of funding relative to discipline-specific expectations.

Application of Knowledge: Activities require scholarly expertise, but the audience for the expertise is not necessarily scholarly. These include scholarly aspects of teaching, consulting, professional and community service when related directly to the academic field, expert testimony, public lectures and the like. Hirsch and Lynton (1996) point out that service and scholarship should be more closely linked. They assert, "We are living in a knowledge-intensive society in which economic development depends upon the rapid absorption and assimilation of new ideas, discoveries, methodologies." Faculty members, through community service, provide the bridge. As with independent study, items included in this category need clarification as to their scholarly nature. The burden of proof lies with the faculty member.

Evaluation of Scholarship: Activities require scholarly expertise and are associated with evaluating and/or determining the parameters of scholarship. These include serving as a peer reviewer, as well as activity in professional or discipline-based organizations (such activities might include book reviews, serving as a conference commentator or exhibition juror, curriculum

revision, work with accreditation teams, etc.). Again, it is up to the faculty member to establish the scholarly nature and importance of activities submitted in this category.

Professional Development: Activities that develop, expand, and/or enhance one's field of expertise. These include research, further graduate study, seminars, short courses, and other activities designed to add to the participant's knowledge base or understanding. Reading and study are valid activities in this category but would count only under certain conditions (see checklist for determining scholarship) and are difficult to document.

Scholarship Effectiveness

	Criteria	**Suggested Evidence May Include**	**Levels of Achievement**
Dissemination of Knowledge	Activities that communicate newly synthesized knowledge to a scholarly audience Peer reviewed	• Scholarly conference presentation • Publication [e.g. journal article; book chapter; book] • Creation and exhibition of artwork and/or museum exhibit • Grants awarded [intramural; extramural]; further enhanced by results which include dissemination • Awards or recognition of scholarship Citation statistics	• Effective • Highly Effective Determined by the **scope of dissemination** and the professional **reputation of the outlet** for dissemination (Scope means local, state, regional, national, international.)
Application of Knowledge	Activities that require scholarly expertise The audience is not necessarily scholarly	• Public lectures • Consulting (discipline-related) • Expert testimony on public policy and other matters • Clinical or legal practice that requires discipline expertise • Contract research for public policy, NGO, private business, etc. • Participation in film and other media projects with discipline expertise • Organization and participation in collaborative content-based programs (workshops, seminars, etc.) with the public schools. • Participation in developing and evaluating forms of assessment such as: AP, IB, and SAT. • Public programs as forms of teaching e.g. museum exhibitions, lectures, film, radio, etc. • Non-peer reviewed publications	• Effective • Highly Effective Determined by the value of the application activity to the local community, campus, and general educational community

		• Curriculum revision; developing teaching aids: student resource manuals, hand-outs, video demonstrations, etc.	
Evaluation of Scholarship	Activities that assess others' scholarship Expertise is essential	• Peer reviewer for journal articles, book manuscripts and/or conference presentations • Book reviewer • Session chair at professional conference • Paper discussant/commentator at professional conference • Professional service: organizing scholarly meetings; editing newsletters, serving on a scholarship prize committee. • Journal editorship • Editorial board membership • Administration and management of professional organizations and institutions • Exhibition juror • Curator • Work with accreditation teams	• Effective • Highly Effective Determined by **the scope and reputation** of the evaluation activity (Scope means local, state, regional, national, international.)
Professional Development	Activities that develop, expand, and enhance expertise	• Completion of further graduate study, specialty course related to discipline expertise, etc. • Attendance at professional meeting or seminars (without presenting) • Documented continuing education by individual studies • Grants applied for (whether received or not)	

Checklist for Determining Scholarship - Since each category of the Criteria for Tenure and Promotion may contain activities that are non-scholarly, the following check-list, based on Robert Diamond's summative work (1995) of the National Project on Institutional Priorities and Faculty Awards, should be used by faculty members as guidelines for providing justification and documenting activities as scholarship.

- Does the activity require a high level of discipline-related expertise?
- Does the activity break new ground or is it innovative?
- Can the activity be duplicated or built upon?
- Can the activity be documented?
- Can the activity be peer reviewed?
- Does the activity have impact on or significance for educational communities, the institution, or the discipline?

References Cited

Diamond, Robert M., *Preparing for Promotion and Tenure Review,* Bolton, Ma: Anker, 1995.

Hirsch, D. and E. Lynton, "Bridging Two Worlds: Service and Scholarship," *The Department Chair*, Winter 1996.

Service

In the four categories of service identified below, activities may or may not be predicated on education and professional experience. It is the responsibility of the individual to demonstrate how the activity listed relates to the candidate's discipline and/or enhances the relationship between the university and the community. The following examples are intended to provide some guidelines, by no means exclusive, as to the delineation of various service-oriented activities:

Community Service
Service to government agencies
Service to industry and business
Service to public and private organizations
Service to individuals

Campus Service
Campus committee responsibilities
Student organization sponsorship
Participation in university and student functions
Offices held in the faculty organization
Administrative support activities
Service

Palmetto College Campuses and Greater University Service
Membership on the Palmetto College Campuses Faculty Senate
Offices held on the Palmetto College Campuses Faculty Senate
Membership on university-wide committees
Membership as a campus representative to the Columbia Senate
Membership in USC Columbia academic departments

Professional Service
Participation in professional and learned societies
Offices held in professional organizations
Committee membership in professional organizations

Termination of Tenured Faculty

Causes

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

1. Failure to perform adequately the duties of the position so as to constitute incompetence and/or habitual neglect of duty including, but not limited to, failure to satisfy the conditions of the remediation process established as the result of a negative post tenure review;
2. Misconduct related directly and substantially to the fitness of the faculty member in their professional capacity as a teacher, researcher, or librarian;
3. Conduct or action not protected by the Constitution or laws and which is a clear interference with the academic functions of the university;
4. Prolonged inability for medical reasons to perform the duties required for the position; termination of a tenured member of the faculty for medical reasons will be based upon clear and convincing medical evidence that the faculty member cannot continue to fulfill the terms and conditions of appointment;
5. Prolonged inability to perform the duties required for the position that exceeds one academic year of leave available for a disability as defined in the University Sick Leave policy (http://www.sc.edu/policies/hr106.html).
6. Lapse or withdrawal of licensure to practice in the State of South Carolina; the loss of licensure in any professional area may also be considered as a cause for termination if the license is necessary for the performance of one's academic duties;
7. Bona fide reduction in staff, which may be caused by financial exigency or by discontinuance or reduction in size of a program or instructional unit for reasons not related to financial exigency.

Procedures

A. Termination for Failure to Perform Duties due to Incompetence and/or Habitual Neglect of Duty; Termination for Conduct as Specified in 2 And 3 Above; Medical Reasons; Termination for Lapse or Withdrawal of License.

1. Discussion with the president.

   After it becomes evident to the president that termination may be desirable, there must be discussion between the faculty member and the president with the intent of arriving at a mutually agreed upon resolution.

2. Re-Assignment.

The president may assign the faculty member to new duties if the faculty member's continuance in normal duties threatens immediate harm to that faculty member or to others.

3. Palmetto College Campuses Tenure and Promotion Committee Review.

If the president and the faculty member are unable to reach a resolution, the President shall inform the Palmetto College Campuses Tenure and Promotion Committee of their desire to terminate a tenured member of the faculty. The president shall give this committee a statement of charges, framed with reasonable particularity, and the factual basis for these charges, also stated with reasonable particularity. The function of the committee shall be to determine whether the facts alleged, if true, would establish the charge and whether the charge is of such a nature as to warrant termination. The discussions, records, and recommendations of the committee shall remain confidential.

The committee shall inform in writing both the president and the faculty member of its recommendations and its reasons. Should the president then wish to pursue termination proceedings he or she shall, by letter, inform the faculty member of the intention to terminate, including a precise statement of specific charges. The letter shall also inform the faculty member of the member's right to request a hearing on this decision by the Palmetto College Campuses Grievance Committee. (See below)

If the faculty member takes no action within ten calendar days of receipt of notification by the president, the president, without recourse to further proceedings, may send a written letter of termination.

4. Grievance Committee Review Hearings.

If the faculty member desires a hearing by the Palmetto College Campuses Grievance Committee, the member must so inform the Palmetto College Campuses Grievance Committee through the Office of the Palmetto College Chancellor and the president in writing within ten calendar days of receipt of notification by the president of the proposed termination.

Upon receipt of a written request for a hearing, the chair of the Palmetto College Campuses Grievance Committee shall schedule a hearing no sooner than 20 calendar days and no later than 60 calendar days from the date of receipt. All parties must be given written notice as to time, date, and place.

The Palmetto College Campuses Grievance Committee may hold joint prehearings with the parties in order to simplify the issues, effect stipulations of facts, or for other appropriate objectives as will make the hearing fair, effective, and expeditious. At this stage, members of the Palmetto College Campuses Grievance Committee may disqualify themselves for bias or interest, and the

parties involved may raise the question of disqualification. The Palmetto College Campuses Faculty Senate Executive Committee shall appoint new members to fill vacancies created on the Palmetto College Campuses Grievance Committee for this particular hearing.

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

a. The hearing shall be closed.

b. A verbatim record of the hearing or hearings will be taken and a copy made available to the faculty member on request and without cost.

c. The burden of proof that adequate cause exists rests with the president and shall be satisfied only by clear and convincing evidence in the record, as established at the hearing, considered as a whole.

d. The faculty member may choose an academic advisor and/or counsel to be present during the proceedings.

e. The faculty member will be afforded an opportunity to obtain necessary witnesses and documentary or other evidence. The president will cooperate with the Palmetto College Campuses Grievance Committee in securing witnesses and making available documentary and other evidence.

f. The Palmetto College Campuses Grievance Committee may grant adjournments to enable either party to investigate evidence to which a valid claim of surprise is made.

g. The faculty member and advisor or counsel and the president or representative will have the right to confront and cross-examine all witnesses. Where the witnesses cannot or will not appear but the board determines that the interests of justice require admission of their sworn statements, the Palmetto College Campuses Grievance Committee may allow a party to submit an affidavit signed by the witness.

h. The Palmetto College Campuses Grievance Committee will not be bound by strict rules of legal evidence and may admit any evidence which is of probative value in determining the issues involved. Every possible effort will be made to obtain the most reliable evidence available.

i. The findings of fact and the decision of the Palmetto College Campuses Grievance Committee will be based solely on the hearing record.

If the Palmetto College Campuses Grievance Committee concludes that adequate cause for termination has been established, it shall so inform the president and the faculty member.

If the Palmetto College Campuses Grievance Committee concludes that action short of termination would be more appropriate, it shall so inform the president and the faculty member, together with supporting reasons.

If the Palmetto College Campuses Grievance Committee concludes that adequate cause for termination has not been established, it shall so inform the president and the faculty member, together with supporting reasons.

5. Final Disposition and Appeals

Within ten **calendar** days of receipt of the Palmetto College Campuses Grievance Committee report, the president shall inform in writing the faculty member and the Palmetto College Campuses Grievance Committee of their decision together with supporting reasons. The president shall inform the faculty member of the right to appeal an adverse decision to the Academic Affairs Committee of the Board of Trustees, sitting in consultation with the Faculty Liaison Committee. If the faculty member takes no action within ten **calendar** days of receipt of notification by the president, the president may send a letter of termination.

The decision by the Academic Affairs Committee is final within the university. If the committee's decision is to support the intention of the president, the President may then send formal notification of termination.

B. Termination Because of Bona Fide Reduction in Staff

1. Termination Because of Financial Exigency.

Financial exigency shall mean an imminent financial crisis which threatens the survival of the institution as a whole and which cannot be alleviated by less drastic measures than termination of tenured faculty members.

A committee of the local campus faculty must participate with the administration in the decision that a condition of financial exigency exists or is imminent and that all feasible alternatives to termination of tenured appointments have been pursued. This committee shall consist of five members of the faculty elected by the local campus faculty organization. The committee must participate in the formulation of criteria for determining termination. Length of service may be appropriately included among the criteria. The committee must also participate in the decision as to which individuals shall be terminated.

A faculty member receiving notification of an intention to terminate because of financial exigency is entitled to a hearing before the Palmetto College Campuses Grievance Committee as specified in Section A. The issues in this hearing may include:

a. the existence and extent of the condition of financial exigency. The burden will rest with the president to prove the existence and extent of the condition;
b. the validity of the educational judgments and criteria for determining termination;
c. whether the criteria are being properly applied in the individual case.

2. Termination Because of Reduction in Program or Instructional Unit.

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

The decision to discontinue or reduce a program or instructional unit must be arrived at jointly by the president and the faculty committee as described in Section B.1.

Every effort must be made to place faculty members affected by discontinuance in another suitable position within the institution. If placement in another position would be facilitated by a reasonable period of training, financial and other support for such training will be proffered. Only if no position is available may a tenured member of the faculty be terminated for reasons of discontinuance.

A faculty member receiving notification of an intention to terminate because of discontinuance is entitled to a hearing before the Palmetto College Campuses Grievance Committee as specified in Section A. 4 and 5.

A faculty member receiving notification of an intention to terminate because of discontinuance or reduction in program or instructional unit shall be given a year’s notice.

3. In all cases of termination of appointment, the place of the faculty member concerned will not be filled by a replacement within a period of three years, unless the released faculty member has been offered reinstatement and a reasonable time in which to accept or decline it.

Procedures and Guidelines for Documentation of Standards for Professional-Track Promotions

This section of the Faculty Manual outlines the procedures for promotion to Senior and Principal Instructor and the criteria for evaluating teaching effectiveness and service for those titles. Where a service requirement does not exist in a contract, its absence shall not be used to exclude professional-track faculty from the promotion process. Professional-track faculty shall not be required, expected, or pressured to participate in activities that are not included as compensated responsibilities under the terms and conditions of their appointment.

Procedures for Promotion to Senior Instructor and Principal Instructor

Eligibility for Promotion for Professional-Track Faculty

An instructor with the required minimum of five years of full-time teaching experience in higher education may be considered as a candidate for the rank of senior instructor. A senior instructor with the required equivalent of nine years of full-time teaching experience may be considered as a candidate for the rank of principal instructor. To be considered for promotion, the candidate must communicate their intent to apply for promotion to the Academic Dean. Application for promotion is optional and not required as part of an instructor's current and/or continued contract.

Notification of Intent to Apply for Promotion

By **March 1st (August 15th for second-semester appointments),** the dean or dean's designated academic administrator shall notify each faculty member eligible for promotion that they may file written intent of application for promotion.

The candidate must respond to this notification by submitting a notice of intent to the dean or dean's designated academic administrator by **March 15th (September 1st for second-semester appointments)** during or after the candidate's 5th year or 9th of service, depending on the rank for which the candidate is applying.

Policies and Procedures for Preparation of File

- Each faculty member who wishes to be considered for promotion and who has fulfilled the minimum number of years is eligible to apply for promotion.

- The candidate bears primary responsibility for preparation of the file on which decisions will be based. Documents mandated by campus policy will be placed in the candidate's file by the candidate. The candidate will submit a single PDF file by **November 1st (March 31st for second semester appointments)** in an electronic format (.pdf) with bookmarks designating

the sections of the file to the Office of the Palmetto College Chancellor.

- In preparing a file for promotion, it is the responsibility of the candidate to determine where they wish to place an item of evidence and to provide justification as to how the item constitutes evidence of teaching or service. See "Guidelines for the Documentation of Standards for Professional-Track Promotions" below.

- The narrative sections of the file typically should not exceed 20 typed pages, including the personal statement, teaching effectiveness, and service sections (Sections PCCPTF-5, PCCPTF-7, and PCCPTF-8).

- The candidate must include instruments or mechanisms authorized by the local campus for evaluating a candidate's teaching, such as peer and student evaluations. All such evidence shall be organized in reverse chronological order. The candidate should include other evidence of teaching effectiveness. Typically, a candidate will include all teaching evaluations for the years under review (5 for senior, 9 for principal), and at least one peer evaluation for candidates for senior instructor and two for candidates for principal instructor.

- The candidate also may prepare an evidence file of Supporting Materials (syllabi, samples of students' work, etc.) which will accompany the promotion file through the various levels of the review.

- Apart from materials added by the candidate, only materials from division chairs (if applicable), associate deans for academic affairs (if applicable), campus professional-track committees, campus deans, and the chancellor of Palmetto College may be added to the file. All such items are to be placed in section PCCPTF-12 as indicated below in the Standard Bookmarks for PDF Files. Except for these items, the file must be completed by November 1st and before the campus professional-track promotions committee meets.

- Neither the candidate nor any other person may bar or remove any document or other evidence (duly filed and permitted by the professional-track promotions process) for a file.

- No faculty member other than the candidate, unit chair, or dean may require that any document or other evidence be included in the file. Justifications which accompany individual votes will become a part of the file.

- After the campus review process begins, only the following items may be added to the file:

    - Campus professional-track promotion committee vote justifications and statements from the dean and other academic administrators which accompany the file to the next step of the procedure.

- The candidate has the right to remove the file from further consideration at any point in the process. Removal will be accomplished through a written request for non-consideration by the candidate. The request should be sent to the Office of the Palmetto College Chancellor, which will forward it to the level where the file is being actively considered.

Standard Bookmarks for PDF Files

Form Number	Section	Commentary
PCCPTF-1	Palmetto College Campuses Professional-Track Promotion File Form	
PCCPTF-2	Palmetto College Campuses Criteria for Professional-Track Promotions	Include Palmetto College Campuses Faculty Manual qualifications and criteria for academic rank sought (effective teaching for senior instructor, highly effective teaching for principal instructor, and service)
PCCPTF-3	Voting Form	
PCCPTF-4	Education and Employment History	
PCCPTF-5	Personal Statement	The personal statement should be an overview of the candidate's career, teaching philosophy, list of accomplishments and growth related to effective teaching criteria, as well as service if applicable. The Personal Statement should not typically exceed 5 typed, single-spaced pages. Detailed discussion and evidence should be confined to the appropriate evidence section.
PCCPTF-6	Table of Teaching History	Table with candidate's teaching history with a semester-by-semester list of sections taught for the years under review (5 for senior and 9 for principal). Table will include by term: course and section number,

		course title, credit/contact hours, type of course, required/elective, site, and/or modality of course, and number of students.
PCCPTF-7	Evidence of Effective Teaching	Narrative that details course design, student learning, communication ability, personal characteristics, and instructional improvement and growth (typically should not exceed 12 pages). See Guidelines for Documentation of Standards for Professional-Track Promotions for additional information.
PCCPTF-8	Evidence of Service	See Guidelines for Documentation of Standards for Professional-Track Promotions for suggested evidence.
PCCPTF-9	List of Supporting Materials	
PCCPTF-10	Curriculum Vitae	
PCCPTF-11	Other Items	Campus specific policy may dictate the inclusion of certain items in Other Items.
PCCPTF-12A	Division Chair's Letter (if applicable)	Levels of review may vary by campus
PCCPTF-12B	Associate Dean for Academic Affairs' Letter (if applicable)	Levels of review may vary by campus
PCCPTF-12C	Local Professional-Track Promotions Committee's Letter and Committee Ballots	
PCCPTF-12D	Campus Dean's Letter	
PCCPTF-12E	Palmetto College Chancellor's Letter	

Procedures for File Evaluation

- The file will first be reviewed and voted on by the local professional-track promotion committee. Only faculty of equal or higher rank may vote on those applying for that rank. The minimum number of faculty necessary for voting on a candidate is five. The makeup of this committee is determined at the campus level (elected or committee of the whole) but should include only those members of the faculty who are at the senior instructor, principal instructor, associate professor, or full professor ranks depending on rank for which the candidate is applying. Campus professional-track promotion committees will request the participation of faculty from other Palmetto College campuses if necessary to form a quorum. If a campus cannot provide at least three members for its local professional-track promotion committee, additional members shall be appointed by the Palmetto College Campuses Faculty Senate Executive Committee, in consultation with members of the local committee and the chancellor or designee. Faculty holding administrative positions (such as chair, dean, or chancellor) which enable them to make recommendations (e.g., voting letter) on a candidate may not vote on those candidates at this level. Emeritus professors may not vote. A faculty member on leave may vote only upon written notification to the unit chair or dean of a desire to do so before beginning the leave. This faculty member must attend the meetings of the committee to cast a vote.

- Meetings at which candidates are considered for promotion are closed to everyone except those eligible to vote on the candidate. A professional-track promotion committee may, however, by rule, motion, or invitation of the chair of the meeting, be opened to anyone the body wishes to be present at the meeting and/or be heard.

- Each member of the professional-track promotion committee shall vote "yes," "no," or "abstain." Where campus rules do not specify majority, a majority of yes votes among those voting "yes" and "no" shall constitute a favorable recommendation. Absent a special unit rule to the contrary, abstentions shall be recorded but not used in the determination of majority for a favorable recommendation. Each campus may decide what percentage of the vote constitutes a favorable recommendation. Original ballots with justification must be provided by each voting faculty member. Justifications need not be signed but must clearly state how the author voted. Any ballot without justification will be voided.

- After the votes have been recorded and reported to the committee, the ballots and justifications will be included in the file. The committee will generate a letter to be sent to the faculty member, a copy of which will be included in the file, which will indicate:

  1. Recommended for promotion

  2. Not recommended for promotion at this time

- By **January 30th (May 15th for second-semester appointments),** the chair of the professional-track promotion committee shall send the aforementioned letter informing the candidate of the committee's recommendation. The file, including ballots, justifications, and letters from other levels of local review, will be forwarded to the campus dean.

- By **February 28th (July 31st for second-semester appointments),** the dean and any other administrative officials involved in the campus voting will review the file and write an assessment and recommendation to be included in the professional-track promotion file. The

dean will then forward the file to the Office of the Palmetto College Chancellor. The dean and any other administrative officials with a vote at the local level will notify the candidate, in writing, of their recommendation.

- By **April 30th (September 30th for second-semester appointments),** the chancellor or chancellor's designee will review the file and inform the candidate of their decision. If, after reviewing the file, the chancellor favors promotion, the candidate will be informed and the new academic title and any benefits associated with the academic title will go into effect on either August 16th or January 1st, as applicable.

- Appointments and promotions of professional-track faculty shall be in writing, along with the beginning and ending date of appointment, typically for terms of one to five years.

- Offer letters must also state that the appointment is contingent upon funding availability. Even in multi-year contracts, the offer letter must state that renewal for each subsequent year is contingent upon satisfactory performance and available funds.

- An unsuccessful application for promotion does not constitute grounds for dismissal nor shall it affect the continued employment of the candidate. Any Human Resources actions outside of the application are between the employee and the university.

- There is no time restraint for a reapplication for promotion if a candidate is unsuccessful.

Guidelines for Documentation of Standards for Professional-Track Promotions

Teaching Effectiveness

Definition: Teaching effectiveness is the amount of progress students make on teacher defined goals consistent with professional standards in that discipline

Criterion:	**Suggested Documentation May Include**
Course design: Effective teaching involves the development of clear course goals which must be consistent with both the missions of the campus and the role of the course in the curriculum. Effective instructors clearly connect stated goals of the course to the assessment of student learning.	*Personal narrative statement *Sample syllabi *Sample exams *Development of new course(s) *Peer review
Student learning: Students demonstrate progress in achieving course goals.	*Course/student evaluations *Alumni survey data *Pre- and post-tests *Results of standardized exams *Samples of students' work *Success in subsequent course(s) *Post graduation employment statistics *Peer review of testing instruments

Communication ability: Effective instructors make themselves clear, state objectives, summarize major points and provide examples. They present materials in an organized manner and encourage student participation.	*Personal narrative statement *Student evaluations *Classroom visitations *Video tapes, syllabi, course materials
Instructional improvement and growth: Effective instructors continually reassess their teaching methodologies and course content and seek to enhance their teaching skills.	*Personal narrative statement *Outcome measures *Attendance at teaching effectiveness workshops, seminars, etc. *Sample syllabi *Teaching diary
Personal characteristics: Effective instructors are approachable and available. They are respectful and are fair in all dealings with students. Their enthusiasm about teaching and their subject serves to motivate and inspire their students.	*Student evaluations *Classroom visitations *Peer evaluations *Administrative evaluations

Service

In the four categories of service identified below, activities may or may not be predicated on education and professional experience. It is the responsibility of the individual to demonstrate how the activity listed relates to the candidate's discipline and/or enhances the relationship between the university and the community. Not all areas of service are required for successful promotional consideration. The following examples are intended to provide some guidelines, by no means exclusive, as to the delineation of various service-oriented activities:

Service

- Service to government agencies
- Service to industry and business
- Service to public and private organizations
- Service to individuals

Campus Service

- Campus committee responsibilities
- Student organization sponsorship
- Participation in university and student functions
- Offices held in the faculty organization
- Administrative support activities

Palmetto College Campuses and Greater University Service

- Membership on the Palmetto College Campuses Faculty Senate
- Offices held on the Palmetto College Campuses Faculty Senate
- Membership on university-wide committees
- Membership as a campus representative to the Columbia Senate
- Membership in USC Columbia academic departments

Professional Service

- Participation in professional and learned societies
- Offices held in professional organizations
- Committee membership in professional organizations

Terms of Employment

In the absence of special arrangements, employment of members of the faculty is for a period of nine months. All members of the faculty shall be available from the fourth calendar day prior to the first day of registration and at least until after commencement. In the event that employment is or subsequently becomes for one semester, either fall or spring, the salary shall be one-half of the nine-month stipend.

In addition, regular (full-time appointment not made for a specific period of time) members of the faculty hired before September 1, 1973 may teach in a summer session for which they would receive (if state funds provide) 15 percent of the salary received during the previous academic year.

For faculty hired after September 1, 1973, faculty may be compensated during the summer and outside of the base period of employment, pursuant to regulations of the South Carolina Human Resources Division. Summer employment may occur over any specified period of time between May and August of a calendar year. Compensation for teaching during the summer may not exceed 40 percent of the faculty members annualized based salary for the preceding academic year subject to the teaching load as defined in the faculty manual and any further limitations defined by the Chief Academic Officer for each campus. (HR 1.81).

Faculty members requesting summer teaching must advise their campus dean before December 1 of the desire to teach summer school. At that time the faculty member may be assigned to teach in one or more summer sessions, as conditions may warrant; but on the recommendation of the Palmetto College campus dean, and with the approval of the chancellor of Palmetto College.

A member of the faculty may be permitted to do professional work outside the university and to receive pay when the work in question contributes to the professional development of the individual. No such outside work shall be undertaken except on prior approval of the campus dean. The university reserves the right to declare a conflict of interest at any time. (Further information can be found in *ACAF* 1.50.) (Refer to Palmetto College Campuses Policy on Outside Professional Activities.)

No members of the teaching staff shall receive compensation for tutoring students in any course for which they are empowered to grant the student credit or over which they have authority. This regulation shall not be interpreted as prohibiting anyone from tutoring for remuneration in subjects over which they have no control.

Employment by other state agencies or departments of the university occurring during an employee's base period and for which there is compensation in excess of the employee's regular salary for temporary, part-time contractual, honoraria, or consultative service is considered dual

employment and must be approved by the State Budget and Control Board. (Further information can be found in *HR* 1.78.)

Faculty who feel that administrative action with regard to their salary is inadequate may request further consideration of their record by submitting such documentation as they believe is appropriate to their campus dean or to the chancellor of Palmetto College. Only after following the procedure described above may the individual faculty member further grieve the matter by referring it to the Palmetto College Campuses Grievance Committee (See page 68).

Teaching Responsibility

1. Instructional staff members are responsible for stating clearly the instructional objectives of each course they teach at the beginning of each term. Instructional staff members will direct their instruction toward the fulfillment of these objectives and will ensure that examinations will be consistent with these objectives. Instructional staff members are responsible for orienting the content of the courses they are assigned to teach to the course descriptions approved by the Faculty Senate or Graduate Faculty as published in the *University of South Carolina Bulletin*.

2. Instructional staff members are responsible for informing their students in writing of the methods to be employed in determining the final course grade and of any special requirements of attendance differing from the attendance policy of the university. At the request of the student, an instructor will make available information and/or an evaluation of the student's progress prior to the free drop date.

3. Graded examinations and papers will be provided to the student for inspection and discussion. Final examinations will be retained for one semester to provide the opportunity for review with the instructor, if the student so desires. Examinations will be graded promptly to make the examination a part of the student's learning experience.

4. All instructional staff members are to meet their classes regularly and at scheduled times. In case of illness or any other emergency, the instructor must notify the dean or department chair so that appropriate action may be taken.

5. All instructional staff are to schedule and post a reasonable number of office hours at mutually convenient times and be available to students by appointment.

6. Instructional staff members shall refrain from engaging in romantic or sexual relations with students over whom they have academic or supervisory control.

Normal Work Schedule

The work schedules of full-time faculty are necessarily flexible but, as a guide, the normal teaching assignment will be twelve hours per semester or its equivalent. Teaching assignments will be affected by the number of students in the classes, number of preparations, number of new

preparations, amount of travel, night schedules, and other variables related to the satisfactory performance of teaching.

Academic Freedom

The University of South Carolina adheres in principle to the American Association of University Professors' "Statement of Academic Freedom." The university's policy shall be to defend academic freedom against any encroachment. A university as the center of learning depends on the free search for truth and its free exposition. The university has adopted the following statement on academic freedom:

1. A faculty member of the University of South Carolina is entitled to full freedom in research and in the publication of the results, subject to the adequate performance of all other academic duties, but research for pecuniary return shall be based upon an understanding with the authorities of the institution (See also Copyright Policy).

2. The faculty member is entitled to freedom in the classroom in discussing their subject, but shall not introduce into teaching controversial matter which has no relation to the subject.

3. Faculty members are citizens, members of a learned profession, and officers of the institution. When they speak or write as citizens, they shall be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As persons of learning and educational officers, they shall remember that the public may judge their profession and their institution by their utterances. Hence, they shall at all times be accurate, shall exercise appropriate restraint, shall show respect for the opinions of others, and shall make every effort to indicate that they are not institutional spokespersons.

Faculty members who feel that their academic freedom has been infringed may make written request of the president that an investigation be made of the case. The request should set forth in a clear and concise manner the event and circumstances upon which the charge is based. The president may refer the question to an appropriate faculty committee.

Political Activity

Full-time employment with the University of South Carolina is a time-consuming responsibility. The university, therefore, does not encourage outside employment for compensation, political or non-political, which does not contribute effectively to professional advancement and university work.

As responsible and interested citizens in their communities, however, faculty and staff members of the university should fulfill their civic responsibilities and should engage in the normal political processes of our society. With the consent of the Palmetto College campus dean, the chancellor, the provost, and the president, and with the approval of the Board of Trustees, any faculty member or staff member may seek election to hold public office provided such action

shall not interfere with normal duties. The candidacy must be approved prior to announcement for public office. First, however, there must be confirmation that there is no conflict of interest between this activity and the responsibility of the individual to the university and the State of South Carolina.

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

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

Distinguished Professor and Emeritus Titles

The title of distinguished professor shall be awarded in their final year of service to tenured members of the university faculty who have earned the rank of full professor. Upon retirement, this title will change to that of distinguished professor emeritus.

The title of emeritus professor shall normally be conferred on any tenured member of the instructional staff who at the time of retirement holds the title of assistant or associate professor. A citation shall be presented to each emeritus recipient at the spring commencement, and every effort shall be made to provide office space, parking privileges, and the like.

Personnel Administration

The Office of the Palmetto College Chancellor is responsible for formulation and administration of standards and policies for Palmetto College Campuses academic personnel. The Vice President for Human Resources is responsible for maintaining employee records for all university employees, including academic personnel, and for supplying benefit information for all employees. For matters of policy, academic personnel contact the Office of the Palmetto College Chancellor. For information on their employment records or on benefits such as retirement or workers' compensation, contact the Vice President for Human Resources. Recommendations for promotion, evaluations, and other confidential materials are retained by the Office of the Palmetto College Chancellor, where they become part of a confidential personnel file.

Classroom Procedures

Examination and Grading System

Final examinations each semester are given in accordance with a schedule published well in

advance of the examination period. No deviation from this printed schedule is permitted unless specific prior approval has been secured from the academic dean. All such deviations shall be reported to the office of the Palmetto College campus dean.

This provision applies to all final examinations. It is recognized that this provision will cause occasional conflict (e.g., a student who has laboratories or once a week classes in two different courses at the same hour on Monday and Wednesday or Tuesday and Thursday). Such cases clearly require special handling and may necessitate examinations at other than the scheduled time. These should be conducted with prior approval of the academic dean, and in no case should they occur outside the total examination period.

In any course or laboratory which meets two or three times a week, no quiz, test, or examination shall be given during the last two class sessions prior to the official examination period.

In any course or laboratory which meets once a week, no quiz, test, or examination shall be given during the last class session prior to the official examination period.

In any course or laboratory which meets more than three times a week, no quiz, test, or examination shall be given during the last three class sessions prior to the official examination period.

The grading system of the university is described in the *University of South Carolina Bulletin*. Faculty members must respect the appropriate deadlines for submitting grade reports.
All grades shall be due in the office of the Palmetto College campus dean no later than 72 hours after the date of the last scheduled final examination. The campus dean shall send the grades to the registrar within twenty-four hours after their receipt. Any student not given a grade consciously or inadvertently by the instructor will receive an automatic NR (No Report). The registrar will report any NR not changed to a grade within one semester to the dean of the campus where the grade was assigned. The dean shall refer the matter to the Faculty Organization for action.

Change of Grades

Grade changes based on transcription or computation errors shall be reported directly to the office of the university registrar on the appropriate grade-change form signed by the instructor and the head of their academic unit. For courses offered across multiple campuses, signed Grade Change forms will then be forwarded to the office of the Associate Provost for Palmetto College for approval. A request for a grade change must be submitted by the instructor no later than one calendar year from the date on which the grade was reported. Beyond this period, grade changes shall be considered only in exceptional circumstances and must be handled through the petition procedure of the student's college. Any other grade change request resulting from enrollment discrepancies, or perceived administrative errors (changes to W, WF, AUDIT, CREDIT, S/U, or to I) must be submitted on the appropriate forms with signatures and documentation to the student's college for review through the petition procedure. This does not apply to the routine makeup and extension of a grade of I (incomplete) and posting of a permanent grade to replace the recorded NR mark. A grade of I turns into a grade of F after one year; a NR turns into a grade of F after one semester. Special make-up work or examinations to change grades already recorded are not permitted.

Research Regulations and Policies

Research Policy

The university encourages research by its faculty members and students to expand their knowledge and to broaden their professional competence.

Support

University Funds

Annually, the university assigns a moderate sum for research purposes through the Research and Productive Scholarship Fund.

Outside Funds

Faculty members interested in externally sponsored research should consult with their department chair, dean, and Sponsored Awards Management. To facilitate such support, the university will serve as the contracting authority, and the office of Sponsored Awards Management will assist in the preparation of proposals and in locating interested sponsors. A university signatory authority must approve any commitment to an outside agency that involves university participation. The university shall contribute to sponsored research when the work involved is significant to the purpose of the university.

Payments for Research

Normally, payments to researchers are limited to the rate of pay they receive as members of the faculty.

Relation of Research to Teaching Duties

Faculty members who have received a reduction in teaching in order to conduct research or perform other university duties shall be permitted, only with the approval of their dean, the chancellor of Palmetto College, and the provost, to teach courses through Palmetto Programs for additional compensation.

Grant Administration

The principal investigator or project director of sponsored research, training, or special projects shall be a faculty or staff member, normally the person who conceived and proposed the activity that resulted in the grant or contract. This person shall not be changed without the approval of the sponsor and the university. The principal investigator or project director is responsible for the technical direction of the project, for making all required technical reports, for administering all direct funds allocated to the project, and for complying with the terms and conditions of the grant or contract. Sponsored Awards Management shall assist the principal investigator or project director in resolving procedural or administrative problems.

Outside Professional Activities

Faculty members may conduct remunerated, professional work of an expert nature outside the university when the work contributes to their professional development and when it does not interfere with their research, teaching, and university service obligations. No such outside work shall be undertaken without prior approval of the dean of the school or college concerned. See specific requirements in *ACAF* 1.50, *Outside Professional Activities for Faculty* (University Policy for Academic Affairs, February 1995).

Use of Consultants

The university policy regarding the use of and payment for consultants on funded research and training projects is as follows:

The need for the services of consultants shall be justified in the contract or general proposal approved by the granting agency. The principal investigator or project director shall state (1) that the consultants selected are the best-qualified people available to perform the desired tasks and (2) that their fees are appropriate considering the qualifications of the consultants, the consultants' normal charges, and the nature of services to be provided.

Within the university, consultation is part of normal professional duties. However, in unusual circumstances where consulting is in addition to regular assigned duties and either crosses departmental lines or is to be performed at a remote location, extra compensation may be authorized. In these cases, advance approval of the provost and the sponsor is required and the principal investigator shall certify as required above (1 and 2).

Conflicts of Interest

Sponsored Awards Management, upon requests made through a department chair or dean, shall consider all suspected conflicts of interest in the area of grants and research. Should Sponsored Awards Management determine there is a possible conflict of interest, it shall ask the individuals

concerned to clarify and, if appropriate, rectify the situation. If requested to do so, this office shall advise individuals about and assist them with consulting agreements and issues relating to potential conflicts of interest.
See also *On Preventing Conflicts of Interest in Government-Sponsored Research at Universities* (ACE-AAUP Joint Statement, December 1964) and *ACAF* 1.50, *Outside Professional Activities for Faculty* (University Policy for Academic Affairs, February 1995).

Patent and Copyright Policy

I. Purpose and Scope

Patents

Although the search for commercially exploitable inventions is not a specific function of the university, a discovery leading to such an invention may be a by-product of creative endeavors undertaken for other purposes. When such a discovery is made, the university shall assist the inventor in evaluating, patenting, and exploiting the discovery, while safeguarding the interests of all concerned parties. This policy pertains to all undergraduate, graduate, and postgraduate students, part- and full-time members of the faculty and staff, all other agents and employees of the university, and all other individuals who have made substantial use of university resources.

This policy excludes any university claim to a discovery resulting from endeavors not supported by the university or endeavors to which the university's contribution is negligible. To determine whether such exclusions apply, all inventors must submit their discovery to the Intellectual Property Committee. On the recommendation of the committee, the provost shall determine the university's involvement. The university shall provide a written opinion to the inventor and shall include in it, when appropriate, release of any university claim to the discovery.

Nothing in this policy shall control any conflicting provisions in an agreement executed by the university with an outside agency. Outside sponsorship, particularly by federal agencies, usually involves agreement on patent matters, and principal investigators shall ensure that they and any fellow investigators understand any such agreement. Sponsored Awards Management shall try to obtain terms as favorable as possible for university personnel and shall ensure that the inventor understands the final agreement.

Copyrights

The university shall try to assist faculty members in developing instructional and literary materials. The creation of literary works and application of new technology to instruction often require equipment that individual faculty members and departments cannot own or operate economically. In such cases, the university shall try to provide the necessary resources. Additionally, the development and production of educational, media, literary,

and other materials often require specialized skills. Because data about the learning process, teaching modes, and new concepts in education tend to increase rapidly, faculty members may need assistance keeping abreast of such developments. Therefore, they may use university consulting specialists and other types of support to bring themselves up to date. Consequently, new instructional materials and other literary creations may reflect a collaborative effort between faculty members and other individuals or units on campus.

This policy concerns the ownership, use, distribution, and rights to income produced by these and other university-commissioned materials, but it does not apply to materials or resources that are not university-commissioned, as defined in the Copyright Policy below. This policy applies to educational, media, literary, and other materials, regardless of the medium used.

II. Administration

Review Procedures

All undergraduate, graduate, and postgraduate students, part- and full-time members of the faculty and staff, all other agents and employees of the university, and all other individuals who have made substantial use of university resources who believe they have invented something (for example, discovery, computer program, process, method, use, or combination), whether patentable or not, or a university-commissioned copyrightable work shall inform the chair of the Intellectual Property Committee through the Office of Technology Transfer. Usually within thirty days of receiving this notification, the committee shall consider the invention or work. Within thirty days of the committee meeting, the committee shall recommend a disposition of the case within the options detailed in this policy and submit a written report of its findings and recommendations to the Provost. The committee can recommend an equity distribution that is different from the standard distribution. The committee shall take reasonable steps to ensure that any joint inventors or authors, including students, are identified and, when appropriate, shall recommend distribution of income among the inventors or authors. (“Authors” means the people responsible for producing a copyrightable work.)

The provost shall notify the inventors or authors, promptly and in writing, about the decision of the university, courses of action open to them, and their equity in any income resulting from the discovery or work.

Appeal

Upon receiving official notification from the provost of the university’s decision, inventors may submit a written appeal to the president that shall include the specific points to which they object. The decision of the president shall be final.

III. Patent Policy

Documenting a Discovery

"Discovery" connotes inventions and discoveries. Individuals believing that they have conceived an invention must notify the Office of Technology Transfer and describe the invention on a completed invention disclosure form. This form will help substantiate the date they conceived the invention. The information on this form should be only supplementary to the careful keeping of regular laboratory notebooks. Included as part of the disclosure must be all drawings, sketches, names of all co-inventors, and other pertinent data to illustrate the principle of operation of the invention and its performance. Inventors should date and sign each notebook page and the disclosure form, including all data, sketches, and data sheets. Two witnesses capable of understanding the invention and who are not joint inventors of or interested in it should also date and sign each page. Because priority of filing a patent application is often a decisive factor in awarding a patent, the notebook should be kept current and the disclosure document should be prepared as soon as possible; these records can corroborate dates of conception and reduction to practice.

The disclosure document should be submitted to the Office of Technology Transfer for review by the committee in accordance with the procedures below.

Law provides that inventors are not entitled to a United States patent if the invention has been described anywhere in a printed publication more than a year before the patent application is filed. Patent rights may be lost in other countries if any publication describing the invention precedes the application for a United States patent. Because extensive developmental work is often required before a patent application can be filed, inventors should consider the desirability of delaying publication for a reasonable period of time.

Invention Categories

The committee shall determine that the discovery belongs to one of three categories.

Category 1 includes discoveries resulting from endeavors to which the university did not contribute or contributed insignificantly. In such cases, the university shall relinquish any equity, and inventors may dispose of the discovery as they wish. A determination that a discovery belongs to Category 1 indicates that the inventors did not receive financial support from the university other than salary and related benefits; did not use release time; had no assistance from other faculty members, staff, or students unless such assistance was on their own time; and made no use of university facilities, supplies, or equipment. Further, it indicates that the inventors' association with the university was not a major factor in obtaining non-university support. A Category 1 discovery could also result from university support that the committee judges to be insignificant.

Category 2 includes discoveries resulting from endeavors supported by non-university agencies but with university sponsorship. In most cases, a degree of university support will be evident, although in some instances association with the university as a factor in

obtaining outside support may be the only university contribution. In cases in this category, the university reserves the right to patent and exploit the discovery, subject to such limitations as may be imposed by prior agreement with the external sponsors. Federal regulations require written invention disclosures and written assignments of such inventions made under programs sponsored in whole or in part by the federal government. The Office of Technology Transfer shall be responsible for notifying federal agencies of such discoveries. Forms for announcing the inventions, disclosures, and assignments may be obtained from the committee or from the Office of Technology Transfer.

Category 3 includes discoveries resulting from endeavors supported by the university. In such cases, the university reserves the right to patent and exploit the discoveries.

Developing Marketable Discoveries

In cases where university support is evident (Categories 2 and 3), the university reserves the right to assume full title to the discovery, obtain a patent, and exploit the discovery. The complexity and cost of the discovery may result in the university not assuming this responsibility. If the university declines to assume responsibility for the development of a discovery, the inventors may proceed independently or use the services of a patent development organization with which the university has entered into agreement. However, in the case of federally sponsored projects, the terms of the sponsors' agreement shall take precedence. The decision of inventors to proceed independently shall release the university from any further responsibility, but for its contribution to the discovery the university shall receive a share of any income realized from commercial exploitation of the discovery. This share of income shall be determined at the time that the university declines to assume responsibility for development.

Patent Development Organizations

If the university has formal agreements with patent development organizations, it may submit to them discoveries for evaluation, patentability, marketability, and technical analysis. Upon acceptance of these discoveries, the organization will take title to the inventions and proceed to obtain patents and negotiate licenses. Any income resulting from the discoveries shall be divided among the organization, the university, and the inventors.

Normally, the inventors shall recommend the organization to use in developing discoveries. All agreements between the university and the patent development organizations shall be filed in the Office of Technology Transfer, where they will be available for review.

Latent Discoveries

External agencies may frequently solicit materials or devices from university projects for investigation by the agencies' staff for any patentable discovery. Such solicitations shall be referred to the Office of Technology Transfer, which shall determine if any apparent discovery should be developed under this policy. For cases involving an apparent discovery, the inventors shall prepare a disclosure form for review by the Intellectual Property Committee. The Office of Technology Transfer and Sponsored Awards

Management shall determine if proposed arrangements with the soliciting agencies are reasonable from the point of view of the university and university personnel involved.

Equity

The equity in any marketable invention shall be expressed as a percentage of net income. Nothing in this policy shall control any conflicting provisions in an agreement signed between the university and external sponsors as a condition for receiving support from those sponsors.

In cases where the inventors proceed independently, but in which the university has established an interest (Categories 2 and 3), the university shall receive a maximum of 15 percent of income after deducting any expenses, including research and development, patenting, licensing, and litigation.

In cases where patent development organizations assume responsibility for the discovery, the share of royalty income the organizations retain shall be dictated by the agreement between the university and the organizations. All agreements will be on file in the Office of Technology Transfer. The division of the university's share shall be in accordance with this policy.

In cases where the university assumes responsibility for development of a discovery, 40 percent of income shall be paid to the inventors after deducting any expenses, including research and development, patent, licensing, and litigation.

With a Category 1 discovery, the inventors may elect to submit the discovery to a patent development corporation. In such cases, the distribution of income between the university and inventors shall be adjusted in favor of the inventors.

IV. Copyright Policy (also see *Policies and Procedures Manual*)

Definition of University-Commissioned Educational and Other Literary Materials and Media Materials

The university recognizes the right of all employees to engage in the uncommissioned creation of scholarly, pedagogical, and artistic works subject to copyright and to copyright such works and to receive royalties from their use. "Uncommissioned" activities means works that do not receive substantial aid from the university or from an outside agency through university channels. The university does not normally construe the provision of office and library facilities and modest routine secretarial assistance as constituting substantial aid, nor does it construe the payment of salary as substantial aid except in situations where the funds are paid specifically to support the development of original materials subject to copyright. Scholarly books and articles, textbooks resulting from usual teaching activities, painting, musical compositions, graphic art, and media materials are examples of work that might be uncommissioned.

The university gains a right to materials subject to copyright when such materials result from activity commissioned by the university or by an outside agency through university channels.

The substantial aid that constitutes a commission may be in the form of directly allocated funds or of university facilities and resources. Educational, literary, and media materials that might be commissioned by the university include, but are not limited to, books, periodicals, lectures, or other productions prepared for oral delivery and the notes to them, study guides, texts, syllabi, workbooks, bibliographies, and tests; programmed instructional materials; works of art and models and designs for works of art; slides, transparencies, charts, maps, photographs, drawings, prints, pictorial illustrations, labels, and other graphic materials; photographic or similar visual materials and film strips; computer programs; dramatic and musical productions and musical compositions; three-dimensional works of a scientific, technical, or instructional character; three-dimensional materials and exhibits; motion pictures; recorded video and audio tapes or live transmissions; contributions to or component parts of any of these materials, including notes, drafts, models, story outlines, scripts, shooting scripts, production outlines, and out-takes; combinations of these and other types of materials, such as multimedia and other instructional or educational, literary, and media packages; and reproductions of any of these materials in any quality and in any form.

Faculty members, students, or staff members having questions about whether educational, literary, and media materials they are preparing or planning to prepare should be considered university-commissioned shall petition their department chair, who will notify the Office of Technology Transfer of the circumstances surrounding the projects. The petition should contain brief descriptions of the materials to be produced and the resources to be used, as well as a statement concerning the time the authors or creators will devote to its preparation. The Office of Technology Transfer shall request that the Intellectual Property Committee review a production of the works in accordance with the procedures described above.

Ownership and Copyright

The legal title to all university-commissioned educational, literary, and media materials as defined above shall be vested in the university with the following exception: materials produced on grants from the federal government or other outside sponsors shall be subject to the conditions of the contract or grant (to be negotiated solely by the university) with respect to ownership, distribution, use, and other residual rights of and to such materials. All such materials shall bear the required statutory notice of copyright and shall name the university as the copyright proprietor. The university shall advance the copyrights on those materials that legal counsel deems eligible for new copyright. After consultation with the authors, the university, at its discretion, may use, assign, transfer, license, lease, or sell all or part of its legal rights in educational, literary, and media materials.

Pre-Production Agreement

Before beginning production, the authors and university shall develop written agreements to define the rights and responsibilities of the parties because conditions of production, use, and final disposition of materials can vary. Such agreements shall be subject to the guidelines set forth herein, be complete, and specify any exclusions. The university counsel will develop appropriate contractual details and maintain a final copy of all contracts.

Internal University Use

"Internal" means all university campuses and extensions by television or other means. Use of university-commissioned materials by any unit of the university for instruction or other purposes shall be subject to the following conditions. Use internal to the university requires approval of the college, department, or individuals primarily responsible for the materials, so long as these materials are used within the context of their intended use. Use outside this context requires special permission of the creators and the academic department.

The users shall explicitly recognize and note the contributions of faculty members, students, or staff members involved in the production of university-commissioned materials.

External Use

After consultation with the authors, the university as owner and copyright holder, at its discretion, may assign, license, transfer, lease, sell, or otherwise convey all or part of its rights in university-commissioned materials. Charges to external users shall be negotiated with such users solely by the university or its assignees and might vary. The university has the exclusive right to set per-unit package prices and conditions for the sale, lease, reproduction, or use of materials.

Revision

Faculty members, students, or staff members involved in the creation of university-commissioned material may revise it if the revision does not require substantial university resources. Approval for revision must be obtained from the creators' department.

The responsible faculty member may recommend the discontinuance of the distribution or use of materials that are no longer appropriate or that are detrimental to the faculty member's professional reputation. Mutual agreement shall be required for revision or discontinuance in such cases. After a significant period of non-use (at least three years), materials that have not been revised shall be reviewed by the authoring faculty members, students, or staff members; thereupon, the university unit or units most directly involved in their production and the authors may request their withdrawal, erasure, or destruction. The university, in its sole discretion, may require such withdrawal, erasure, or destruction, and its decision in this regard shall be final.

Equity

The university shall not make any payment to the university-employed faculty members, students, or staff members involved in the production of university-commissioned educational, literary, and media materials for production and internal use other than the compensation regularly received from the university.

1. Exceptions on payments for internal use of materials:
a. except in the following instances. At the discretion of the department chair or dean, faculty members shall normally be accorded release time at a declining level through the

stages of planning, production, and presentation, including the first and subsequent semesters of use. Faculty members eligible for release time include those responsible for the project and others assigned by the unit to work on the project. If the faculty members, students, or staff members leave the university, further internal use of materials upon reasonable terms shall be arranged; payments to them or their estates for such internal use of the material shall continue, subject to reproduction agreements.

Faculty members, students, or staff members not on assignment to the university (during summer sessions or on leave, for example) but personally and prominently appearing in or involved in producing educational, literary, or media materials may receive compensation when such materials are used.

Pre-Production Agreement

The unit involved and faculty members, students, or staff members shall agree on compensation based on the amount of continual responsibility of the parties involved for monitoring revision of lessons or supervision of the work of a course, if known; whether the course is completely or partially recorded; the extent to which the participating faculty members', students', or staff members' time and creative efforts have been previously compensated; and any other relevant factors.

The university shall have the perpetual right to market or license external use of university-commissioned materials. The financial benefits of external distribution shall be shared by the unit involved; the responsible faculty members, students, or staff members; and the university, with a negotiated portion designated for outside or non-university production as required.

The division of income accruing to the university under this policy shall be 25 percent to the faculty members, students, or staff members (to be divided equitably if there is more than one originator); 25 percent to the unit that authorized and supported the development and production of the materials; 25 percent to the Instructional Development Fund; and 25 percent to the university as general income. The money distributed to the unit and to the Instructional Development Fund shall be used to encourage further educational and instructional activities by the faculty.

Exceptions to distribution percentages or payment provisions may be made for incentive purposes, but must be negotiated in preparation agreements.

If the university licenses an external agency to produce or market the materials, the university and the external agency shall negotiate the total royalties. The net income from royalties accruing to the university shall be divided equally among the faculty members, students, or staff members; the university; and the department.

The share of each unit shall be devoted to teaching-load adjustment necessitated by the production; the development of new course materials or other educational, literary, and media works; or the revision or upgrading of the original materials.

This distribution shall continue except in the case of termination or death of the creator, as described below.

The foregoing does not apply to "work-for-hire" arrangements or to the production of copyrightable materials as an assigned duty.

The right of the university to use materials shall continue regardless of the employment status of the responsible faculty members, students, or staff members. The share of the authors in external distribution revenues shall remain the same for a ten-year period and shall accrue to the authors' heirs in the event of death.

Protection

The university shall be responsible for the investigation of recorded allegations of unauthorized use or infringement of copyrighted materials. Where the university deems legal action necessary to enforce copyrights, it agrees that all costs and expenses incidental to such actions shall be borne by the university and that any proceeds of litigations in excess of costs shall be shared equally by the parties.

Liability

The faculty members, students, or staff members responsible for the creation of university-sponsored educational, literary, and media materials shall obtain appropriate releases giving all necessary rights to the university from individuals prominently appearing in or giving support to the materials. Release forms are available from the university counsel, with whom all original releases shall be filed.

Before any external use is made of university-sponsored material, the faculty members, students, or staff members authoring or creating the material shall certify in writing to the university that, to the best of their knowledge, the material does not violate any existing copyright or other personal or property right of any legal or natural person. If this statement proves false because of misrepresentation, the faculty members, students, or staff members shall indemnify the university for all costs and expenses to which it has been subjected as a result of such representation.

V. Animal Care and Use (USC Policy and Procedures)

The university accepts an ethical and scientific responsibility to provide humanely for the welfare of all animals used in education and research at USC. Therefore, all such use of animals must be done in compliance with University of South Carolina policy RSCH 5.03: Care and Use of Laboratory Animals.

VI. Human Subjects Research Policy (USC Policy and Procedures)

1. Policy

The university adheres to all laws, regulations and ethical principles applicable to the protection of human subjects in research. All projects involving human subject research must be approved by the university's Institutional Review Board (IRB) or, in the case of exempt research, its designee.

2. Procedure

The principles and procedures guiding this policy are promulgated by the Office of Research Compliance (ORC) and are contained in the Policies and Procedures of the Institutional Review Board and the Investigator's Handbook.

The ORC is responsible for administering the university's program for protecting the rights of human research subjects. It is the responsibility of the principal investigator to submit all required information to the IRB. Requests for Information, IRB application materials, and other assistance should be directed to the ORC.

Consultant Activities

When the university hires a consultant, specific arrangements should be included in the consulting agreement to protect the rights of the university. Ownership of patents and copyrights arising out of such approved consultant activities shall be determined at the outset of the consultant relationship. The Office of Technology Transfer shall be consulted before the consultant agreement is made final. See also *ACAF* 1.50, *Outside Professional Activities for Faculty* (University Policy for Academic Affairs, February 1995).

When the university has an established interest in a faculty/external agency activity (*e.g.*, use of university facilities in performance of research), specific arrangements should be included in the consulting agreement to protect the rights of the university. Ownership of patents and copyrights arising out of such approved consultant activities shall be determined at the outset of the consultant relationship. The Office of Technology Transfer shall be consulted before the consultant agreement is made final. See also *ACAF* 1.50, *Outside Professional Activities for Faculty* (University Policy for Academic Affairs, February 1995).

Ownership of patents and copyrights arising out of approved faculty consultant activities shall be determined by the faculty members and outside agencies. See also *ACAF* 1.50, *Outside Professional Activities for Faculty* (University Policy for Academic Affairs, February 1995).

Sabbatical Leave

Sabbatical leave allows full-time faculty members relief from normal duties in order to pursue significant projects designed to improve them as teachers and researchers and increase their contributions to the university. It permits faculty members to achieve educational goals that could be reached, if at all, only over an extended period of time if pursued under the demands of regular university duties. Consequently, recipients shall be released from all university duties during their sabbaticals.

A faculty member requesting such leave shall demonstrate, by means of a written proposal, how planned activities will serve the purposes for which the leave is intended.

Only tenured associate professors and full professors shall be considered for sabbatical leaves.

Awards shall be based on seniority, merit and six or more years of service as a full-time faculty

member. A sabbatical leave provides half pay for a full academic year or full pay for half an academic year. Because the granting of sabbatical leaves is dependent on the budget, workloads, and other considerations, it is a matter of administrative discretion.

Before starting sabbatical leave, faculty members should contact the Division of Human Resources about the continuation of retirement credit, insurance, and other benefits.

Annual leave shall not be accrued by faculty on sabbatical leave.

Sabbatical Leave Procedures

At no time shall more than ten percent of a campus faculty be on sabbatical leave. On campuses with fewer than ten faculty members eligible for leave, only one of them may be on leave at any time. Deviation from this policy shall be granted only in exceptional circumstances.

To apply for leave, a faculty member shall complete a formal sabbatical leave request form and submit it to their Palmetto College campus dean detailing the reason for the leave. The faculty member shall submit this letter at least one year before the leave is expected to begin.

A request for sabbatical leave must be approved by the Palmetto College campus dean, the chancellor of Palmetto College, and the provost.

Upon approval of a request for leave, a faculty member shall agree, in writing, to return to the faculty member's current position at the university for at least one year. A faculty member who fails to fulfill this obligation shall be liable to the university for repayment of all money received during the leave. If the faculty member becomes permanently disabled or dies while on leave, the university shall not exercise the right of repayment.

Within three months of completing leave, a faculty member shall submit a written report detailing the faculty member's accomplishments during the leave. The reviewing administrator shall forward this report, with a written evaluation of whether adequate use was made of the leave, through the usual channels to the chancellor of Palmetto College and the provost. If a faculty member fails to fulfill this requirement or the chancellor and/or the provost determines, after consultation with the campus dean, that the faculty member has made inadequate use of the leave, the faculty member may be required to repay all or part of the money received from the university while on leave. The written report is to be submitted as part of the faculty member's file during the next application for promotion or post-tenure review.

Grievance Procedures for Palmetto College Campuses

Palmetto College Campuses Grievance Committee

Membership

The Grievance Committee shall consist of one representative from each campus, elected by each campus faculty organization. Members must be tenured and may be senators. Members cannot be persons who are serving on the local or Palmetto College Campuses Tenure and Promotion Committee. Committee members shall be elected before the Spring Faculty Senate meeting and will respond to grievances concerning reviews conducted during the year for which that committee was elected.

Purpose

The Grievance Committee is not a court of law; it is a committee elected by the faculty and approved by the Palmetto College Campuses Faculty Senate of the University of South Carolina. Therefore, rules of evidence and other rules of procedure which apply to court proceedings shall not apply to hearings conducted by the Grievance Committee. The purpose of the Grievance Committee is to recommend actions which are fair to all parties. Hearings will therefore be conducted in a manner that is fair to all parties.

Definition of Faculty

Faculty members, for purposes of this grievance procedure, shall include full-time teaching and research faculty, professional librarians, and academic administrators who hold faculty rank.

Non-Reprisal

Faculty members shall be free from restraint, interference, coercion, or reprisal in bringing a grievance, serving as a representative of a grievant, appearing as a witness, or in seeking information about the grievance policy. The grievant may be represented by an attorney, at the grievant's expense, at any stage in the grievance process.

Actions Subject to Appeal

Individual USC faculty members have the right to grieve any administrative decisions affecting their employment, including but not limited to the following matters:

1. Denial of tenure or promotion, on the grounds of unlawful discrimination; violation or denial of procedural due process; inadequate or improper documentation, use of impermissible criteria, or improper evaluation of criteria; or denial of academic freedom.

2. Salary and compensation, on the grounds of unlawful discrimination; violation or denial of procedural due process; inadequate or improper documentation, use of impermissible criteria, or improper evaluation of criteria; or denial of academic freedom.

3. Non-reappointment of tenure-track faculty, on the grounds of violation or denial of procedural due process or denial of academic freedom.

4. And other matters (e.g., work assignments and disciplinary actions are grievable, although the faculty member should exhaust all other administrative procedures first) on the grounds of unlawful discrimination; violation or denial of procedural due process; or denial of academic freedom.

A grievant may not ask the Grievance Committee to substitute its judgment for the qualitative professional judgments of any authorized university party or official who has already reached a decision on the matter in question. The Grievance Committee has authority only to review the process leading to the action or decision in question. Its function is to determine if there is substance to the allegations of the grievant. The Committee is limited to recommending appropriate action to the chancellor of Palmetto College.

Procedure for General Grievance

Below, the procedures for grievance are outlined, divided into two categories. The second category, Grievance Related to Denial of Tenure and Promotion, is the formal procedure which may occur after the usual tenure and promotion process. The first category, General Grievance, applies to all other grievances.

All requests and responses in both grievance procedures are to be in writing. All days referred to in this procedure are calendar days, however, when the last day of such a period falls on a weekend or university holiday, the effective date shall be the next regular business day. The day following the actual day of notification shall be the first day in the series. Since dates are critical to these procedures, requests and responses should be sent by registered/certified mail.

The grievance procedure may be lengthy, and the grievant who initiates a grievance procedure is advised to maintain a file of dated correspondence sent and received as well as dates and notes of conferences held concerning the case. Failure of any administrative official or reviewing authority to comply with the deadlines for action specified herein shall not operate to reverse or modify a tenure and promotion decision, but shall permit the grievant to proceed directly to petition the Palmetto College Campuses Grievance Committee or the next higher level in the Grievance Procedure.

1. Grievant formally requests oral and written explanation from immediate supervisor. The supervisor has 15 days in which to respond.

2. Within 30 days of receiving response from supervisor, the faculty member may file a grievance with the next administrative official (Dean of Academic Affairs, Dean of Campus or Palmetto College Chancellor). The official has 15 days to respond. If this official is the Dean of Campus, step 3 below is skipped. If this official is the chancellor, steps 3 and 4 below are skipped.

3. Within 15 days of receiving response from the Dean of Academic Affairs, the grievant may request a review by the Dean of Campus. A response is due in 15 days.

4. Within 15 days of receiving response from the Dean of Campus, the grievant may request a review by the chancellor of Palmetto College. A response is due in 15 days.

5. Within 10 days of receiving response from the Palmetto College Chancellor, the grievant may submit the case to the Palmetto College Campuses Grievance Committee.

6. The Palmetto College Campuses Grievance Committee will make its recommendation to the chancellor of Palmetto College within a 30-day period. A response from the chancellor to the grievant relative to the Palmetto College Campuses Grievance Committee's recommendation is due within 15 days of receiving this recommendation.

7. Within 15 days of receiving response from the chancellor of Palmetto College, the grievant may request a final review by the president. The president has 20 days to respond.

Procedure for Grievance Related to Denial of Tenure or Promotion

1. The grievant files a written request for the vote and justifications of all levels of review. This request is filed with the chancellor of Palmetto College and should not be submitted before the letter of notification from the president is received. Upon receipt of the president's letter, the faculty member has 15 days within which to submit a written request for justification to the chancellor.

2. The chancellor of Palmetto College has 20 days within which to respond. The response should include a written summary of the vote and justifications of each level of review.

3. Within 15 days of receiving a response from the chancellor of Palmetto College, the grievant may request a review by the provost. A response is due within 15 days.

4. Within 10 days of receiving a response from the provost, the grievant may submit the case to the Grievance Committee. The request for a hearing should be sent to the Chair of the Palmetto College Campuses Grievance Committee in care of the chancellor of Palmetto College, who should deliver this request to the Grievance committee that was elected at the same time as the Palmetto College Tenure and Promotion Committee which reviewed the grievant's tenure and promotion file initially.

5. At the conclusion of deliberations, the Grievance Committee may recommend that the case be remanded to one or more faculty committees or administrative

levels for reconsideration. The Grievance Committee will make its recommendation to the chancellor of Palmetto College within a 30-day period. A response from the chancellor to the grievant relative to the Grievance Committee's recommendation is due within 15 days. In the event the case is remanded to a faculty committee or administrative level for reconsideration, the results of that reconsideration should be communicated in writing to the chancellor within 15 days. Results of any referral for reconsideration will be communicated to the grievant within 10 days of the date the response is received by the chancellor.

6. Within 15 days of receiving a response from the chancellor of Palmetto College, the grievant may request a final review by the president. The president has 20 days to respond. The decision by the president is final within the university.

Appendix I. General Regulations and Policies

Policy Changes

Changes in the rights, privileges, and benefits accorded faculty may be made as conditions warrant. Changes providing additional rights, privileges and benefits shall apply to faculty employed prior to the promulgation of such changes, but no changes in policy can be used to the detriment of these employees.

Policy Against Discrimination Harassment and Sexual Misconduct
(CR 1.00)

Faculty Appointments
(ACAF 1.00)

Equal Opportunity and Non-Discrimination
(CR 2.00)

Appointment Procedure
Palmetto College complies with University Policy ACAF 1.00 when addressing the advertisement, recruitment, and appointment of all tenured and tenure-track faculty positions including librarians and all non-tenure track faculty positions (ACAF 1.00).

Dual Career Accommodation Policy
USC commits to making every effort to assist with the employment search for spouses and partners of recruited candidates. See University Policy ACAF 1.61 for more information.

Nepotism Policy
(*HR* 1.27)
State law forbids nepotism, provided that, "It shall be unlawful for any person or the head of any department of this government to appoint to any office or position of trust or emolument under his control or management any person related or connected with him by consanguinity or affinity within the sixth degree."

Appendix II. Benefits and Privileges

Leave

Annual Leave

Faculty members employed on less than a twelve-month basis shall not earn annual leave.

Faculty members on twelve-month appointment with no stipulation of term and who work at least half-time shall accumulate annual leave at the rate of one and one-quarter days per month of continuous employment. After ten years of service, they shall earn additional annual leave for each year in excess of ten years' service, up to a maximum accrual of 30 days per calendar year. Part-time employees earn annual leave on a *pro-rata* basis. All time off from normal duties must be reported and will be deducted from accrued leave.

Faculty members working on grants or contracts and earning annual leave may be required to use all accumulated annual leave prior to the termination of the grants or contracts.

Faculty members who change to other than a twelve-month appointment may be required to use all accumulated annual leave prior to the change.

No more than 30 days of annual leave may be used in any calendar year. Upon separation from employment, faculty members shall be paid for a maximum of 45 days of unused annual leave.

For further information, see the Annual Leave Policy (*HR*1.03) in the *Policies and Procedures Manual*.

Sick Leave
(HR 1.06)

Faculty members who are not on a term appointment and who are scheduled to work at least half time will be eligible to earn sick leave that accrues at the rate of one and one-quarter work days per month of active employment.

Part-time faculty shall earn sick leave on a *pro-rata* basis. No more than 195 days of sick leave may be accrued; however, no more than 180 days of sick leave may be carried over into a new calendar year.

Any faculty members who, prior to January 1, 1969, accrued and carried over unused sick leave in excess of 180 days will not lose the excess leave but will retain that amount of leave which will then become the maximum amount the faculty member may carry over into future years. If the faculty member subsequently reduces the amount of sick leave carried over to 180 days, that amount will become the maximum amount of sick leave the faculty member may thereafter carry over.

Sick leave should be deducted in whole or partial work days. Faculty members should report sick leave taken on any normal work day, even though not scheduled to teach a class on that particular day.

Sick leave may be used for periods of illness, injury, maternity, or medical appointment. If faculty members miss more than 10 work days for one of these reasons, they shall submit an application for disability leave to their chair or dean and to the Division of Human Resources.

If a physician-certified period of absence exceeds the amount of accrued sick leave, the faculty member may use annual leave, if available, or apply for leave without pay. The request for leave may not be denied for physician-certified illness or disability of a faculty member not on term appointment. The amount of sick leave shall not exceed the time certified by a physician. The total period of leave normally shall not exceed 180 work days of leave with pay or 180 calendar days of combined leave with and without pay. In extenuating circumstances and at the discretion of the president or the president's designee, the period of authorized leave may be extended up to a total of 365 calendar days of combined leave.

Faculty members may take up to eight days of available sick leave in each calendar year to care for a member of their immediate family.

Up to six weeks of available sick leave may be used for the adoption of a child, provided the person applying for the leave is the primary care-giver.

Sick leave shall accrue for a faculty member on leave with pay status.

Family and Medical Leave
(HR 1.07)

Paid Parental Leave
(HR 1.08)

Leave Transfer Program

Faculty members who earn annual leave or sick leave may donate leave to or apply for leave from, the University System Leave Transfer Program. Sick leave donors shall maintain no less than a 15-day sick leave balance, and they may donate no more than half the amount of leave earned during the calendar year of the donation. Donated leave may not be restored or returned, nor may leave donors designate the recipient. Requests to use leave from the pool shall be based on a catastrophic personal emergency requiring a prolonged absence that would result in a substantial loss of income because of the unavailability of paid leave. Leave transfer requests shall be granted only if the chair or dean certifies that funds are available to pay for the leave; they also must be approved by the Vice President for Human Resources. See also the *Policies and Procedures Manual*.

Court Leave

Faculty members summoned to jury duty or subpoenaed as a witness for litigation in which they are not parties shall be granted leave with pay. For more detailed information, consult the *Policies and Procedures Manual*.

Military Leave

Faculty members not on term appointment who are members of the United States Armed Forces Reserves, including the Coast Guard Reserve and the National Guard, shall be entitled to leave with pay for up to 15 regularly scheduled work days in any calendar year for training or other duties ordered by the Governor any department or agency of the United States Government having authority to issue such orders. Such duty or training should be so arranged so as to interfere as little as possible with regular duties.

Faculty members who are commissioned, enlist, or are selected for military service shall be granted leave without pay. Faculty members shall be reinstated to active employment in a position comparable to that held at the time such leave was granted if they apply for re-employment within 90 days of release from service.

For more detailed information, consult the *Policies and Procedures Manual*.

Death in Family

Faculty members who are not on term appointment shall be allowed up to three consecutive days of leave with pay for a death in the immediate family. See also the *Policies and Procedures Manual*.

Leave without Pay

Leave without pay may be granted for active military service or for an extended period of disability due to illness, injury, or maternity.

The president may grant leave without pay on the recommendation of the Palmetto College campus dean, the chancellor of Palmetto College, and the provost if the best interest of the university will be served. If a faculty member fails to return after the period for which leave has been granted, the appointment shall be terminated. The authorization of leave without pay shall be a matter of administrative discretion and may be considered for extended absence in the interest of the University of South Carolina, such as advanced academic training, research, or experiences leading to increased competence of the faculty member. Such leave may be granted for a maximum continuous period of one year, unless extended by the president.

Leave without pay for personal reasons may be granted by the Palmetto College campus dean for up to ten consecutive calendar days. Upon request by the Palmetto College campus dean through the chancellor of Palmetto College, the Vice President for Human Resources, or this person's designee, may grant leave without pay in excess of ten consecutive calendar days. Failure to obtain approval prior to taking leave without pay may result in the absence being charged as unauthorized leave.

Annual leave and sick leave shall not accrue during periods of leave without pay, but accumulated leave totals are not forfeited. Before starting leave, faculty members should contact the Division of Human Resources about the continuation of retirement credit, insurance, and other benefits.

Change in Status and Duties

Modified Duties for Faculty

Full-time faculty members are eligible for one semester of modified duties or the equivalent extended over two semesters, to provide full-time faculty with some relief from academic duties and the opportunity to respond to anticipated or unanticipated life events or situations when needed. See ACAF 1.60 for more information.

Part-Time Status

Part-time status is allowed for full-time faculty and staff if approved. Full health insurance and state retirement benefits are provided if the faculty or staff member is working at least twenty hours per week. See University Policy ACAF 1.60.

Insurance Programs

In conjunction with the State of South Carolina, the university has a comprehensive program of insurance and annuity plans for eligible members of the faculty, staff, and their eligible dependents. These plans include state health insurance, health maintenance organizations, dental insurance, life insurance, long-term disability insurance, and long-term care insurance. Information about these plans may be obtained from the Division of Human Resources. Additional information is available in the *Policies and Procedures Manual*.

Deferred Compensation and Tax-Deferred Annuities

The university offers a variety of tax-deferred programs and will make payroll deductions for tax-sheltered annuities, but cannot contribute to their cost.

Retirement

Faculty members are entitled to all available benefits under law and through the State Retirement System or the optional retirement program.

The university may provide part-time employment for retired faculty on an annual basis. It may approve part-time service upon the written request of a retired faculty member, the recommendation of the campus dean, and the approval of the chancellor of Palmetto College, provost and president.

South Carolina Retirement System

This section is subject to interpretation by the South Carolina Retirement System and to changes the General Assembly might enact.

The State guarantees a formula return based on average salary and years of credited service with the retirement system. Any retirement system member may retire with full-formula benefits at age 65 or with 28 years of credited service. Members with fewer than 28 credited years may retire with reduced benefits at age 55 with 25 years of credited service or at age 60 regardless of years of service.

Members who leave state employment prior to retirement may withdraw the sum of their contributions plus interest. Members with five or more credited years may leave their contributions with the retirement system and qualify for deferred retirement income at age 60. Members with 25 or more credited years may purchase the additional service needed for them to qualify for full-formula benefits provided that they retire within 90 days of the purchase.

Members who leave the university and who have 25 or more credited years may continue contributing to the retirement system until they qualify for full-formula benefits.

Faculty members may purchase service credits for certain military, federal, out-of-state service, or non-member prior service with a South Carolina public agency.

Any member who becomes permanently disabled after completing five years of creditable service may apply for disability retirement benefits.

At the death of a contributing member who has at least 12 months of credited service, the retirement system shall pay to the member's beneficiary a death benefit equal to the member's annual base salary. If the deceased contributing member has at least 15 years of creditable service, the beneficiary has other survivor options.

Optional Retirement Program

Faculty members hired on or after July 1, 1987, may choose to enroll in the optional retirement program. State law requires that they contribute at the same rate as faculty members contribute to the state retirement system. Members of the optional retirement program are immediately vested for both the employee and employer contributions. This program does not include the group life and disability benefits provided by the state retirement system. Retirement, death, and disability benefits are based on the cash value of the member's account.

Workers' Compensation

Faculty members injured on the job or suffering an occupational illness or disease may be eligible for Workers' Compensation benefits. If a work-related accident or illness occurs, the faculty member should promptly receive medical care; notify the immediate supervisor, chair, or dean; and submit a "First Report of Injury" form, which is available from the Division of Human Resources. Failure to submit a form promptly can jeopardize a claim. When faculty members miss work because of a work-related injury, they must state in writing on forms available from the Division of Human Resources whether they will use available leave time or receive Workers' Compensation for the time lost from work.

Tuition Assistance Program

Eligible faculty and staff members may apply to their supervisor, chair, or dean to take, tuition-free, one three-hour course (or a four-hour laboratory course) per academic term.

Carolina Collegiate Federal Credit Union

For the benefit of members of the faculty, the university has established a Credit Union to provide a savings and loan system. Full banking services are available, including checking accounts and an automatic teller machine. More information can be obtained from the Credit Union in Columbia or from the Palmetto College campus ambassador.

Athletic Tickets

Admission to USC Columbia athletic events is available to the faculty and members of their immediate families at substantially reduced season-ticket rates. Tickets at these special prices shall not be sold or transferred. Notices giving details of application procedures are sent to the faculty; incoming faculty members should contact the business manager of the Athletic Department promptly after their arrival, as faculty seating is limited.

School of Music, USC Columbia

Faculty members and their families are cordially invited to attend recitals and concerts sponsored by the School of Music. These events are listed on the Concert Calendars distributed on the Columbia campus and are frequently free of charge. Of particular interest are the Guest Artist and Faculty Recitals, Stellar Jazz Festival, Master Classes, and Composer-in-Residence Series. The USC Orchestra, Concert Choir, Symphonic Band, and Opera Theater perform regularly at the Koger Center for the Arts.

Department of Theatre, Speech and Dance, USC Columbia

The Department of Theatre, Speech and Dance offers performances on campus throughout the year in Longstreet Theatre and in Drayton Hall. Seasons memberships as well as tickets for each performance are available to faculty, staff, and students at reduced rates. In addition to these performances the Department sponsors the University of South Carolina Dance Company and the Debate Team as well as regional theatre festivals.

McKissick Museum, USC Columbia

McKissick Museum offers collections, exhibitions and educational activities in the areas of art, history, and science. It is located at the head of the historic Horseshoe and features six major exhibit areas. Guided tours and special programs are available year-round. McKissick Museum also administers the Museum of Education which is located in the College of Education in Wardlaw College, and the University of South Carolina Archives program.

Coliseum, Koger Center for the Arts, and The Colonial Center, USC Columbia

The Carolina Coliseum, Koger Center, and Colonial Center schedule various types of music, sports, and entertainment programs during the year. Announcements are found in local and campus newspapers.

Appendix III. Administrative Organization

Board of Trustees

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

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

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

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

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

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

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

Duties of the Board; Powers

The Board of Trustees of the University of South Carolina is and is hereby constituted a body corporate and politic, in deed and in law under the name of the University of South Carolina. Such corporation has the following powers:

1. Elect a president of the university to serve at the will of the board or for such term and compensation as the board may prescribe;
2. Elect a secretary of the university and of the board to serve at the will of the board or for such term and compensation as the board may prescribe;
3. Elect a treasurer of the university to serve at the will of the board or for such term and

compensation as the board may prescribe;

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

The powers of the board are prescribed by the provisions of sections 59-117-40, et seq., code of laws of South Carolina (1976), as amended.

The Executive Committee

The executive committee shall consist of the permanent chair of the Board of Trustees, the vice chair of the Board of Trustees, the chair emeritus of the Board of Trustees, if applicable, and not more than three other elected members of the board who shall be elected as herein above

provided.

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

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

System Faculty Leadership Council

The University of South Carolina System Faculty Leadership Council, hereby known as "The Council," serves as a representative body in system affairs and promotes collaboration and thought sharing among the faculty organizations within the University of South Carolina system. The Council serves in a consultative capacity regarding delegated functions by the Board of Trustees to the University administration. It represents the collective desires and perspectives of the system's faculties to any established bodies responsible for administering system affairs. Additionally, it serves as a channel through which system administrators can communicate with faculty.

The Council evaluates faculty governance in areas where the Board of Trustees grants decision-making authority to the system faculty. These areas include, but are not limited to, matters like admission standards, degree-granting, and curriculum development. In no instance will the Council usurp authority previously delegated to campus faculties by the Board of Trustees.

The USC Columbia Faculty Senate will elect three representatives to the University of South Carolina System Faculty Leadership Council and any other representatives as required by the bylaws of the Council. The chair of the USC Columbia Faculty Senate (or designee) will also serve on the Council.

Additional membership from system campuses are as follows: four representatives each from Aiken, Beaufort, Upstate, and Palmetto College, one of whom is the chair (or designee) of each system faculty senate.

The faculty senate/organization of USC Columbia, Aiken, Beaufort, Palmetto College and Upstate will select representatives and establish in writing a procedure for that selection. Selection criteria should favor faculty governance experience in such areas as curriculum approvals, faculty welfare, and policy development.

Faculty and Student Representatives to the Board of Trustees

The board, in June 1976, adopted a resolution clarifying references in its bylaws to temporary and non-voting representation at open meetings of the board from the university faculty and

student government. The president of the student government at Columbia and the chair of the Faculty Senate shall be invited to sit personally in all meetings of the full board, except executive sessions thereof, with full right to participate in the board's discussions but without the right to vote on any matter. It is a non-transferable privilege.

Officers of the University

President

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

The president is assisted in directing the affairs of the university by an executive assistant for equal opportunity programs, the executive vice president for academic affairs and provost and the vice presidents of the university, and by the chancellors of the comprehensive campuses. The executive vice president for academic affairs and provost, the vice presidents reporting to the president and the executive assistant for equal opportunity programs are appointed by and serve at the pleasure of the president.

Executive Vice President for Academic Affairs and Provost

The executive vice president for academic affairs and provost is the second ranking officer of the university and is empowered to act for the president in the absence of the chief executive officer. The executive vice president for academic affairs and provost has the responsibility for the overall supervision of academic affairs of the university and for ensuring the integrity of the academic mission of the institution. This officer is appointed by the president and confirmed by the Board of Trustees. The executive vice president for academic affairs and provost is responsible for curriculum development and academic standards in the schools and colleges of the Columbia and Palmetto College campuses and represents all campuses of the university system on academic issues to the Commission on Higher Education. The executive vice president for academic affairs and provost provides budgetary oversight for all USC Columbia academic units and academic support areas and manages the academic and strategic planning processes for those units. The executive vice president for academic affairs and provost oversees the tenure and promotion process, undergraduate and graduate studies, the sabbatical, faculty awards and endowed chairs programs, faculty recruitment and retention, academic leadership development, the development and approval of all academic programs, university policy and procedures, and university accreditation. The executive vice president for academic affairs and provost also supervises such academic support services as the university libraries, enrollment management, fellowships and scholar programs, international programs, distributed learning, residential learning centers, records and registration, and the university press, and will, when

requested to do so by the president, represent the president at such times and places as may be appropriate.

The senior vice provosts, vice provosts, associate provosts and assistant provosts and the academic and executive deans are appointed by and serve at the pleasure of the executive vice president for academic affairs and provost.

Secretary of the University and the Board of Trustees

The secretary of the university and of the Board of Trustees shall be elected by the board to serve at the will of the board and shall be one of the principal officers of the university system. The secretary of the board shall serve as the official medium of communication within the university system between the Board of Trustees, on the one hand, and the university faculty, administrative officers, individual members of the staff, student organizations and students, on the other. The sole exception to this rule of procedure shall be communications made directly to the board or its members by the president. The secretary shall perform other duties as may be assigned by the board or by the president.

Treasurer of the University

The treasurer shall be elected by the board. In consultation with the chief financial officer, this officer shall be responsible for all accounting functions and for all funds of the university system and shall furnish to the board or to the president at any time requested a financial statement of the university and shall at least once during each fiscal year supply all members of the board with a combined revenue and expenditure report of the university. The treasurer shall also perform other duties as may be assigned by the board or by the president.

Vice Presidents and Other Direct Reports to the President

All vice presidents, the chief financial officer, and the executive director of economic development, unless otherwise noted, report to and serve at the pleasure of the president.

The vice president for communications is responsible for university communications including media relations, marketing, web communications, publications, and printing services.

The vice president for development and alumni relations is responsible for university development (fundraising), alumni affairs (Carolina Alumni Association), and advancement administration (constituent relations and constituent data management),

The chief financial officer is responsible for the overall functions of budgets and systems, business affairs, capital finance, bursar operations, controller, contract and grant accounting, payroll, purchasing and central stores, inventory control, and facilities. The chief financial officer collaborates with the executive vice president for academic affairs and provost and the director of strategic planning on the planning process for the academic units.

The vice president for human resources has the primary responsibility for the development and direction of comprehensive personnel programs for the university system.

The vice president for information technology and chief information officer is responsible for coordinating and facilitating the university information technology infrastructure. The vice president is appointed by, reports to, and serves at the pleasure of the executive vice president for academic affairs and provost.

The vice president for research is responsible for policies and services that support the university's research activities.

The executive director of the Office of Economic Engagement is responsible for all economic development activities and technology transfer commercialization.

The vice president for student affairs, vice provost and dean of students provides leadership and supervision for the staff and programs of the division of student affairs, and serves as a liaison between students and the university administration. The vice president also serves as vice provost to oversee selected academic support functions. The vice president/vice provost is appointed by, reports jointly to, and serves at the pleasure of the president and the executive vice president for academic affairs and provost.

Academic Deans

The dean of a school or college is the chief academic administrator of the unit and as such is responsible for the personnel and program administration of that division and reports directly to and serves at the pleasure of the executive vice president for academic affairs and provost. The dean reviews curricula and programs in the school or college, appoints chairs of departments and assigns their duties, supervises the use of funds, space, and equipment allotted to the academic unit, and supervises the preparation of the budget of the division. The dean is the presiding officer of the faculty of the school or college. Deans of colleges or schools that are not departmentalized also have the duties and responsibilities of department chairs (see below).

In the South Carolina College of Pharmacy (SCCP), the SCCP campus dean reports directly to the SCCP executive dean who in turn reports directly to and serves at the pleasure of the executive vice president for academic affairs and provost at USC and vice president for academic affairs and provost at MUSC. The executive dean reviews curricula and programs in the SCCP, appoints chairs of SCCP departments and assigns their duties. The campus dean supervises the use of funds, space, and equipment allotted to the academic unit, and supervises preparation of the budget of the division and assumes other responsibilities that may be delegated by the executive dean.

Dean of Graduate Studies

The dean of graduate studies, appointed by the executive vice president for academic affairs and provost, establishes and enforces standards of graduate work, recommends and coordinates plans for the development of graduate programs, and formulates policies to implement such plans. The dean serves *ex officio* on the graduate council, chairs meetings of the graduate faculty, coordinates graduate curricula, has administrative responsibility for admission to graduate study, and nominates candidates for graduate degrees. The dean of graduate studies reports directly to and serves at the pleasure of the executive vice president for academic affairs and provost.

Dean of Undergraduate Studies

The dean of undergraduate studies, appointed by the executive vice president for academic affairs and provost, establishes and enforces standards of undergraduate work, recommends and coordinates plans for the development and improvement of undergraduate programs, and formulates policies to implement such plans. The dean of undergraduate studies reports directly to and serves at the pleasure of the executive vice president for academic affairs and provost.

Comprehensive Campus Chancellors

The chancellors of the three comprehensive campuses of the University of South Carolina report to the president and serve as the chief executive officers of their campuses. The chancellors are responsible for the academic, administrative, fiscal, athletic, physical plant and student affairs of their institutions and serve as the primary liaison between their comprehensive campus and USC Columbia, the South Carolina Commission on Higher Education, and the South Carolina General Assembly. The chancellors of the comprehensive campuses serve at the pleasure of the president.

Chancellor of Palmetto College

The chancellor serves as the chief administrative officer of Palmetto College, which includes the coordinated distance education offerings of the college and the University of South Carolina's four associate degree-granting Palmetto College campuses. The chancellor is responsible for ensuring the full participation of the college in overall planning, resource allocation, and program evaluation of the Palmetto College campuses as a part of the University of South Carolina System. The chancellor is appointed by and reports directly to president.

The chancellor serves as the chief administrative officer of Palmetto College, which includes the coordinated distance education offerings of the college; the three comprehensive USC campuses in Aiken, Beaufort and Upstate; USC Columbia and the associate degree-granting Palmetto College campuses: Lancaster, Salkehatchie, Sumter and Union. The chancellor is responsible for ensuring the full participation of the college in overall planning, resource allocation, and program evaluation of the Palmetto College campuses as a part of the University of South Carolina system. The chancellor serves at the pleasure of the president.

Palmetto College Campus Deans

The deans of the four regional Palmetto College campuses of the University of South Carolina report to the chancellor of Palmetto College and are the chief executive officers of their campuses. The deans are responsible for the academic, administrative, fiscal, athletic, physical plant and student affairs of their institutions and serve as the primary liaison between their Palmetto College campus and USC Columbia, the South Carolina Commission on Higher Education, and the South Carolina General Assembly. The deans of the Palmetto College campuses serve at the pleasure of the chancellor of Palmetto College.

Palmetto Programs Executive Director

The executive director of Palmetto Programs reports to the chancellor of Palmetto College. The executive director is responsible for the administration of the Palmetto Pathway, Bachelor of Arts in Liberal Studies, and Bachelor of Arts in Organizational Leadership programs which are delegated by the Office of the Provost. The executive director of

Palmetto Programs serves at the pleasure of the chancellor of Palmetto College.

Department Chairs

Department chairs are appointed by and serve at the pleasure of the dean of a school or college. The dean notifies the provost of the appointment of department chairs. In the South Carolina College of Pharmacy, department chairs are appointed by the executive dean and confirmed by the presidents and the provosts of the University of South Carolina and the Medical University of South Carolina.

The chair has a responsibility to departmental faculty in matters relating to teaching and research and is responsible also to the dean of the college and other officers of the university for implementing university policies as they apply to the affairs of the department.

The department chair is responsible for the general conduct of departmental affairs and reports to the dean of the college or school. The chair is responsible for appointments and non-reappointments, promotions and tenure, except as delegated to the faculty in the Faculty Manual, resource allocation, and all other matters relative to the successful implementation of the department's educational and scholarly objectives in accordance with university policies. The chair will consult with and seek the advice of appropriate committees of the faculty with respect to educational policy and departmental governance.

A department chair will be evaluated in that position at least every five years, at the end of the term if appointed for a specific term of office, or at the discretion of the dean. A decision as to retention in that position will be made by the dean concerned after consultation with the departmental faculty and the provost. In the South Carolina College of Pharmacy, the decision will be made by the executive dean after consultation with the departmental faculty, the campus dean, and the provosts of the University of South Carolina and the Medical University of South Carolina.

Executive Assistant to the President for Equal Opportunity Programs

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

Advisory Councils

Comprehensive Campus Academic Advisory Committee

The comprehensive campus academic advisory committee is composed of the executive vice president for academic affairs and provost, who serves as chair, the vice provosts, and the chief academic officer from each of the comprehensive campuses. The purpose of this committee is to provide recommendations regarding the academic mission of the university and academic issues affecting the comprehensive campuses to the president, executive vice president for academic affairs and provost, or other committees and governing bodies.

Provost's Palmetto College Campuses Advisory Council

The Provost's Palmetto College Campuses Advisory Council is constituted and its business conducted at the will of the executive vice president for academic affairs and provost. The advisory council usually is composed of the chair of the Palmetto College Campuses Faculty Senate, two faculty representatives from each of the Palmetto College campuses, as well as the vice provosts. Representatives are elected for two-year terms. Meetings of this council are called by the executive vice president for academic affairs and provost. The purpose of this committee is to provide recommendations regarding the academic mission of the university and academic issues affecting more than one campus to the president, the executive vice president for academic affairs and provost, or other committees and governing bodies.

Capital Planning Committee

The committee is composed of the executive vice president for academic affairs and provost and the chief financial officer, who serve as co-chairs, the vice president for research, the director of strategic planning, the associate vice president for facilities and campus management, the vice president for student affairs, and a representative of the council of academic deans as voting members. The student government president and the chair of the faculty senate serve as non-voting members. Ad hoc members will also be added to the committee from other areas of the university as required from time to time by the business at hand. Ad hoc members will normally be selected from a group consisting of the secretary of the university, general counsel, vice president for human resources, vice president for information technology, and athletics director. The committee is charged with 1) making recommendations on capital improvement projects and associated financing plans, 2) providing policy advice concerning space allocation and planning, and 3) providing other capital planning advice as requested, to the president.

Provost's Council

The council is composed of representatives from the major administrative divisions on the Columbia campus. It is appointed by the executive vice president for academic affairs and provost and serves in an advisory capacity to the provost on all administrative matters affecting the academic mission of the Columbia campus.

Council of Academic Deans

The council is composed of the president, the executive vice president affairs and provost, the vice provosts, the academic deans of the Columbia campus, the executive and campus deans of the South Carolina College of Pharmacy, the dean of undergraduate studies, the dean of graduate studies, and the dean of libraries as voting members. The chancellor of Palmetto College or designee also assumes an appointment as vice provost and serves on the council of academic deans. The vice presidents, the associate and assistant provosts and other university administrators are also invited to attend council meetings on a quarterly or ad hoc basis.

The council serves in an advisory capacity to the president and executive vice president for academic affairs and provost on academic matters including academic planning and the setting of priorities for the university. The council annually elects a chair from among the membership. The chair works collaboratively with the office of the provost to establish agendas that facilitate the exchange of information between deans and university officials.

Appendix IV. Bylaws of the Palmetto College Campuses Faculty Senate

Preamble

These bylaws are to serve as a supplement to the provisions concerning the Palmetto College Campuses Faculty Senate as set forth in this *Palmetto College Campuses Faculty Manual*.

Article I - Purpose and Powers

The Palmetto College Campuses Faculty Senate of the University of South Carolina, having been created by the University Board of Trustees to act as representatives of the Palmetto College Campuses Faculty, is endowed with all the powers specifically reserved for that body itself.

Article II - Members

Section l. The Senate is composed of the voting members of the Palmetto College Campuses faculty chosen by each campus for membership in the Senate. For the purpose of these bylaws, the term "voting members" is defined to include all members of the Senate except *ex officio* and Executive Committee members. The president, the provost, the chancellor of Palmetto College, vice chancellors, the associate provost, and the Palmetto College campus deans are *ex officio* members of the senate without voting privileges.

Section 2. The senate shall consist of a minimum of three senators from the faculty of each Palmetto College campus. One additional senator will be elected for each one hundred fifty (150) full-time equivalent students above four hundred fifty (450) enrolled for the previous fall semester, using the Fall Freeze FTE. Specifically, a campus with the previous year's fall enrollment of at least six hundred (600) full-time equivalent students will elect four senators, a campus with at least seven hundred fifty (750), five senators, and so on. Each campus shall establish and publish rules and procedures governing the election of its members to the Senate and the filling of vacancies. At the first election of the members to the senate, each campus shall designate terms of one, two, or three years for its members so that approximately one-third of its members will be allotted each of the terms. Thereafter, members elected to the senate shall have terms of three years, unless chosen to fill unexpired terms. Each campus also will elect one or more alternate senators for a one-year term. An alternate will substitute for a senator in the event that the Senator is unable to attend a meeting of the senate. No Palmetto College campus may have more than seven senators. If campus enrollment decreases, compliance with the rule for appropriate number of senators shall be accomplished by attrition.

Section 3. Each spring, the dean of each campus should recalculate the number of members of the senate to which the campus is entitled and revise the number of vacancies to be filled. Elections to fill these vacancies (either new or unexpired terms) shall then be held in time to submit a full roster of senators and alternates to the secretary of the Senate no later than the second Wednesday in September. The term of office of newly elected senators and alternates shall begin with the first senate meeting of the academic year.

Vacancies which may occur during the year may be filled by a special election, and such senators shall serve the unexpired term of the seat to which they are elected. Expansion of the number of full-time equivalent students during the year shall not increase the number of seats to which a campus is entitled for that year.

Section 4. Only members of the senate, as defined in Section 1 of this Article, may present motions and vote. The member appointed to a faculty or special committee is empowered to move the adoption of a motion or report originating in that committee. Any member of the Palmetto College Campuses faculty may attend senate meetings and speak on matters brought before the senate.

Article III - Officers

Section 1. The officers of the Senate shall be a chair, a secretary, a chair elect or an immediate past chair, possibly one or more members–at-large, and a manual liaison, as well as such other officers as the senate may from time to time establish. These officers shall perform the duties prescribed by the parliamentary authority and rules adopted by the senate. The secretary shall serve for a term of one year. The person designated to serve as chair will serve for a total of four years on the Senate Executive Committee, the first year as chair elect, the second and third as chair, and the fourth as immediate past chair, with a new chair elect being elected at the conclusion of the chair's first year. The chair will receive one course release or course buyout per semester to be negotiated with administration. The manual liaison shall be nominated and elected for a two-year term at the last senate meeting of the year. The manual liaison will receive one course release or course buyout per semester to be negotiated with administration.

Section 2. The chair elect, the secretary, and the manual liaison shall be nominated and elected at the last Senate meeting of the year preceding the one during which they are to serve, when needed. They shall be nominated by the Nominating Committee or from the floor. (Palmetto College representatives to USC Columbia faculty committees shall be nominated and elected at this time as well, including representatives to the USC Columbia Committee on Libraries, the USC Columbia Committee on Curricula and Courses, or the USC Committee on Faculty Welfare as needed.) Any voting member of the faculty may offer a nomination for chair elect and secretary from the floor; however, only members of the senate may vote in the election of these officers. Only voting members of the senate and members of the Executive Committee shall be eligible for these offices. The chair elect shall assume the office of Chair at the close of the last meeting of the academic year.

Section 3. After election of the officers for the following year, any campus which does not have a member serving on the executive committee (either as secretary, chair elect, chair, or immediate past chair) may elect from its Faculty Organization a member-at-large. A member-at-large will meet and have voting privileges in the Executive Committee unless they are a sitting senator, in which case they shall have voting privileges on the floor of senate but not in Executive Committee.

Section 4. The chair shall vote only to break a tie. Other members of the Executive Committee shall not be voting members of the senate. Each campus is entitled to its quota of voting members in addition to its membership on the Executive Committee.

Section 5. If the chair becomes unable to serve during the course of a year in which a chair elect is serving, the chair elect shall assume the office and serve the remainder of that term plus the term to which regularly elected. If the chair becomes unable to serve during the course of a year in which a chair elect is not serving, the immediate past chair will serve the remainder of the year or until a new chair is elected.

Section 6. Should the secretary be unable to serve during the course of the year, a successor shall be nominated and elected at the next regular meeting.

Section 7. The manual liaison is responsible for maintaining and publishing the *Faculty Manual*. The manual liaison shall not be a senator but will meet with the Executive Committee as a nonvoting member. The manual liaison shall report to the senate.

Section 8. The Executive Committee serves as a planning body for issues which confront both Palmetto College and the university at large. It is composed of the chair, the secretary, the chair elect, secretary or immediate past chair, who are elected by the senate from among the appropriate campus delegations, and possibly one or more members-at-large who are elected from the faculty organizations of those campuses not already represented on the executive committee. Each such campus may elect at most one member-at-large.

Article IV - Meetings

Section 1. Regular meetings of the senate shall be held as necessary, but at least once each semester during the academic year. The number, times, and places of meetings will be determined by the Executive Committee.

Section 2. Special meetings of the senate can be called by the chair and shall be called upon written request of five members of the senate.

Section 3. Time shall be set aside at each meeting for the purpose of standing committee meetings.

Article V - Elections

Section 1. Nominations for positions to be filled by senate elections shall be made by the Nominating Committee or may be made from the floor. Voting shall be by secret ballot, and a majority is required for election.

Section 2. A candidate receiving a majority on the first ballot shall be declared elected. If no candidate receives a majority, the candidates receiving the highest and the next highest number of votes shall be the nominees for a second vote.

Article VI - Committees

Section 1. The standing committees established by the senate shall report to the senate and discharge such duties as the senate may assign them. The senate may establish such additional standing committees as it may deem necessary. Each Palmetto College Campus faculty will designate at least one senator to each standing committee. Any faculty having more senators than

there are standing committees must distribute these senators as evenly as possible among the standing committees.

Section 2. The standing committees are as follows:

Rights and Responsibilities Committee. This committee considers issues regarding faculty relations with administration and students as well as other matters that may be assigned by the Executive Committee.

Welfare Committee. This committee considers the financial concerns of the faculty, including salaries, fringe benefits, support for teaching and research, and other matters that may be assigned by the Executive Committee.

System Affairs Committee. This committee considers matters involving the relationships among campuses of the university, matters dealing with courses and curricula on those campuses, and other matters that may be assigned by the Executive Committee.

Section 3. The Palmetto College Campuses Faculty Senate also has the following special committees:

Palmetto College Campuses Research and Productive Scholarship Committee. This committee advises the Vice President for Research on strategies to encourage and support research and productive scholarship performed by faculty members of Palmetto College Campuses. The committee will comprise up to two members from each Palmetto College campus. The members will be elected by the faculty organizations of the individual campuses for staggered two-year terms. The Palmetto College Campuses representative to the Research and Productive Scholarship Committee will also be a member. The chancellor of Palmetto College or designee as well as the Vice President for Research will be *ex officio* members. The committee will submit reports to the Palmetto College Campuses Faculty Senate.

Nominating Committee. This committee, chaired by the chair elect of the senate or the immediate past chair, shall present, at the Senate's final meeting of each academic year, a slate of nominees for positions to be elected by the senate. The senatorial delegation from each Palmetto College campus shall choose from among its members one representative to serve on the Nominating Committee.

The chair of the Nominating Committee shall notify each committee member by the end of February of the positions to be filled. Committee members should solicit the applications of prospective nominees from their respective campuses. Prospective nominees should exhibit a high degree of interest and a willingness to fulfill the duties required by the position. Executive Committee nominees shall be current members of the Palmetto College Campuses Faculty Senate.

The chair of the Nominating Committee shall call a meeting of the committee by March 15, at which time the committee will select, by a method of its own choosing, nominees for available positions.

At the beginning of the last meeting of the Palmetto College Campuses Faculty Senate for the academic year, the chair of the Nominating Committee shall submit in writing, to the full senate, the names of the nominees the committee has chosen.

At the beginning of the business session of the Senate meeting, the Chair of the Palmetto College Campuses Faculty Senate shall call for nominations from the floor.

At the end of the senate meeting, the chair of the senate shall conduct a vote by secret ballot for each of the positions.

In highly unusual or extenuating circumstances, the chair of the senate may waive these procedures and form a Nominating Committee in any manner appropriate to the temporary situation.

Section 3. Special committees or ad hoc committees may be appointed by the chair as the need for them arises. The chair of the senate has the authority to appoint an alternate representative to a special committee when the elected representative is unable to attend meetings.

Article VII - Amendment of Bylaws and Standing Rules

These bylaws and the following standing rules can be amended at any regular meeting of the senate by a two-thirds vote, provided that the amendment has been submitted in writing at the previous regular meeting.

Article VIII - Publication of Bylaws and Rules

The bylaws and standing rules of the Senate shall be published in the *Palmetto College Campuses Faculty Manual* and may be revised.

Appendix V. Standing Rules of the Palmetto College Campuses Faculty Senate

Rule I - General

The Palmetto College Campuses Faculty Senate shall operate under the provisions as stated in the *Palmetto College Campuses Faculty Manual*, except as those provisions are modified herein or by the bylaws of the senate.

Rule II - Elections

Elections shall be conducted in the manner outlined in the senate bylaws.

Rule III - Voting

Only voting members of the Senate have the right to present motions and to vote. The senate shall not give final consideration to any substantive legislative matter unless it has been presented at a previous meeting, published on the Palmetto College Campuses Faculty Senate website within fourteen business days of its presentation, and then included in the current agenda. The person or committee making the motion shall be responsible for its publication on the website.

A motion to amend any common degree offered by each Palmetto College campus can be made only by the System Affairs Committee, unless it is made as a charge for the System Affairs Committee to consider. The System Affairs Committee shall make a motion which amends a common degree only if feedback has been solicited and considered from all campuses. Such a motion cannot be voted on unless it has been presented in writing at the previous regular senate meeting and requires a three-fourths majority to pass.

Elections will be conducted by secret ballot, and other voting will be by voice or by show of hands, unless a voting member of the senate makes a request to the chair for a secret ballot. A motion for a secret ballot can be so ordered by a majority vote, or by general consent. The Executive Committee members are non-voting; however, motions originating within the Executive Committee may be presented to the senate.

Rule IV - Order of Business

The order of business for meetings of the Palmetto College Campuses Faculty Senate shall be as follows:

1. Corrections to and approval of minutes
2. Reports of University officers
3. Reports of Standing Committees, in the following order:
    a. Rights and Responsibilities Committee

   b. Welfare Committee
   c. System Affairs Committee
4. Report of the Executive Committee
5. Reports of Special Committees:
   b. Committee on Libraries
   c. Committee on Curricula and Courses
   d. Committee on Faculty Welfare
   e. Academic Affairs and Faculty Liaison Committee
   f. Palmetto College Campuses Research and Productive Scholarship Committee
   g. Provost's Palmetto College Campuses Advisory Council
   h. Other Committees
6. Special Orders (including elections)
7. Unfinished Business
8. New Business
9. Announcements

Rule V - Agenda

Agenda shall be circulated to each member of the Palmetto College Campuses Faculty Senate at least three working days prior to each regular meeting. Individual members of the senate or other members of the faculty may submit proposed items for the agenda by notifying the secretary of the senate at least four weeks prior to the meeting. The Executive Committee shall prepare the agenda.

Rule VI - Minutes

The minutes of senate meetings shall be distributed to each Palmetto College faculty member at least one week before the next meeting.

Rule VII - Executive Sessions

The Senate may, in extraordinary circumstances, by a two-thirds vote, go into executive session for the conduct of business as permitted by state statute. While in executive session, only voting members of the Senate and special invitees may be present.

Rule VIII - Visitors (Non-Palmetto College Campuses)

Section 1. The senate may, by majority vote, permit any person not a member of the senate to address the senate during part or all of any senate meeting.

Section 2. The chair of the Board of Trustees of the University of South Carolina, or a designated representative, is invited to attend all open meetings of the senate.

Appendix VI. USC Faculty Reduction-in-Force Policy

Palmetto College Campuses (*HR* 1.45)

Reduction in force may become necessary because of conditions inside or outside the University of South Carolina. Federal, state, or local appropriations may be reduced or cut off entirely, or the university may be allowed to use only part of its appropriation. These and other factors occurring singularly or in combination may make it necessary for the University of South Carolina to undergo a reduction in force. Depending on the cause, the reduction in force may be temporary or permanent. The reduction-in-force policy should be fair and equitable to all faculty without regard to race, color, religion, sex, age, national origin, handicap, or veteran status. A reduction may not require any involuntary separation if it can be accomplished through transfer, reorganization, or attrition. University administration may also find it necessary to reduce certain phases of work as work levels change or fluctuate. However, should a reduction in force become necessary, the following procedure will be adhered to:

The President of the University of South Carolina, acting in consultation with a faculty committee, bears the responsibility for determining the need for reduction-in-force decisions, and upon such determination, for authorizing a plan developed through appropriate internal channels to accomplish this reduction. This plan shall be applicable to the University of South Carolina faculty. The plan will identify the area(s) and the faculty to be included in the reduction in force according to the following general criteria:

1. Area(s)
    a) the importance of the area(s) to the University of South Carolina in performing its mission
    b) the impact of the area(s) upon the ability of the University of South Carolina to perform its mission

2. Faculty within the area(s)
    a) appointment status: non-tenured shall generally be reduced before tenured
    b) length of service
    c) quality of service: as determined by the formal evaluation process
    d) specialization or function: as the specific need for the field of expertise or services of a faculty member.

The faculty grievance procedures for Palmetto College specify the time provided for notice and the procedures for grieving. The university will explain the procedures through which faculty affected by a reduction in force will be informed of all benefits. The university will assist faculty seeking employment elsewhere. Upon specific request the plan to accomplish the reduction will be available to any faculty affected by this plan.

Appendix VII. Academic Freedom and Tenure

The following statement is commonly known as the 1940 Statement. *The* 1940 Statement *is not to be seen as a static code but as a fundamental document designed to set forth a framework of norms to guide adaptations to changing times and circumstances. To the extent the following AAUP provisions are inconsistent with any other provisions of this* Faculty Manual *or any other applicable established University Policy or Procedure, the applicable provision of the* Manual *or the appropriate Policy or Procedure shall control.*

1940 Statement of Principles and Interpretive Comments

In 1940, following a series of joint conferences begun in 1934, representatives of the American Association of University Professors and of the Association of American Colleges agreed upon a restatement of principles set forth in the 1925 Conference Statement on Academic Freedom and Tenure. This restatement is known to the profession as the 1940 Statement of Principles on Academic Freedom and Tenure.

The 1940 Statement *is printed below, followed by Interpretive Comments as developed by representatives of the American Association of University Professors and the Association of American Colleges during 1969.*

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

Academic freedom is essential to these purposes and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of the student to freedom in learning. It carries with it duties correlative with rights.
Tenure is a means to certain ends; specifically: (1) Freedom of teaching and research and of extramural activities and (2) a sufficient degree of economic security to make the profession attractive to men and women of ability. Freedom and economic security, hence, tenure, are indispensable to the success of an institution in fulfilling its obligations to its students and to society.

Academic Freedom

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

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

c) The college or university teacher is a citizen, a member of a learned profession, and an officer of an educational institution. When he speaks or writes as a citizen, he should be free from institutional censorship or discipline, but his special position in the community imposes special obligations. As a man of learning and an educational officer, he should remember that the public may judge his profession and his institution by his utterances. Hence, he should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that he is not an institutional spokesman.

Academic Tenure

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

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

(1) The precise terms and conditions of every appointment should be stated in writing and be in the possession of both institution and teacher before the appointment is consummated.

(2) Beginning with appointment to the rank of full-time instructor or a higher rank, the probationary period should not exceed seven years, including within this period full-time service in all institutions of higher education; but subject to the proviso that when, after a term of probationary service of more than three years in one or more institutions, a teacher is called to another institution it may be agreed in writing that his new appointment is for a probationary period of not more than four years, even though thereby the person's total probationary period in the academic profession is extended beyond the normal maximum of seven years. Notice should be given at least one year prior to the expiration of the probationary period if the teacher is not to be continued in service after the expiration of that period.

(3) During the probationary period a teacher should have the academic freedom that all other members of the faculty have.

(4) Termination for cause of a continuous appointment, or the dismissal for cause of a teacher previous to the expiration of a term appointment, should, if possible, be considered by both a faculty committee and the governing board of the institution. In all cases where the facts are in dispute, the accused teacher should be informed before the hearing in writing of the charges against him and should have the opportunity to be heard

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

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

1940 Interpretations

At the conference of representatives of the American Association of University Professors and of the Association of American Colleges on November 7-8, 1940, the following interpretations of the *1940 Statement of Principles on Academic Freedom and Tenure* were agreed upon:

1. That its operation should not be retroactive.

2. That all tenure claims of teachers appointed prior to the endorsement should be determined in accordance with the principles set forth in the 1925 Conference Statement on Academic Freedom and Tenure.

3. If the administration of a college or university feels that a teacher has not observed the admonitions of Paragraph (c) of the section on Academic Freedom and believes that the extramural utterances of the teacher have been such as to raise grave doubts concerning his fitness for his position, it may proceed to file charges under Paragraph (a) (4) of the section on *Academic Tenure*. In pressing such charges the administration should remember that teachers are citizens and should be accorded the freedom of citizens. In such cases the administration must assume full responsibility and the American Association of University Professors and the Association of American Colleges are free to make an investigation.

1940 Interpretive Comments

Following extensive discussions on the 1940 Statement of Principles on Academic Freedom and Tenure *with leading educational associations and with individual faculty members and administrators, a Joint Committee of the AAUP and the Association of American Colleges met during 1969 to reevaluate this key policy statement. On the basis of the comments received, and the discussions that ensued, the Joint Committee felt the preferable approach was to formulate interpretations of the Statement in terms of the experience gained in implementing and applying the Statement for over thirty years and of adapting it to current needs.*

The Committee submitted to the two Associations for their consideration the following "Interpretive Comments." These interpretations were approved by the Council of the American Association of University Professors in April 1970, and endorsed by the fifty-sixth Annual Meeting as Association policy.

In the thirty years since their promulgation, the principles of the *1940 Statement of Principles on Academic Freedom and Tenure* have undergone a substantial amount of refinement. This has evolved through a variety of processes, including customary acceptance, understandings mutually arrived at between institutions and professors or their representatives, investigations and reports by the American Association of University Professors, and formulations of statements by that Association either alone or in conjunction with the Association of American Colleges. These comments represent the attempt of the two associations, as the original sponsors of the *1940 Statement*, to formulate the most important of these refinements. Their incorporation here as Interpretive Comments is based upon the premise that the *1940 Statement* is not a static code but a fundamental document designed to set a framework of norms to guide adaptations to changing times and circumstances.

Also, there have been relevant developments in the law itself reflecting a growing insistence by the courts on due process within the academic community which parallels the essential concepts of the 1940 Statement; particularly relevant is the identification by the Supreme Court of academic freedom as a right protected by the first Amendment. As the Supreme Court said in *Keyishian v. Board of Regents* 385 U.S. 589(1967), "Our Nation is deeply committed to safeguarding academic freedom, which is of transcendent value to all of us and not merely to the teachers concerned. That freedom is therefore a special concern of the First Amendment, which does not tolerate laws that cast a pall of orthodoxy over the classroom."

The numbers refer to the designated portion of the 1940 Statement on which interpretive comment is made.

1. The Association of American Colleges and the American Association of University Professors have long recognized that membership in the academic profession carries with it special responsibilities. Both Associations either separately or jointly have consistently affirmed these responsibilities in major policy statements, providing guidance to the professor in his utterances as a citizen, in the exercise of his responsibilities to the institution and students, and in his conduct when resigning from his institution or when undertaking government-sponsored research. Of particular relevance is the *Statement on Professional Ethics*, adopted by the fifty-second Annual Meeting of the AAUP as Association policy and published in the *AAUP Bulletin* (Autumn, 1966, pp. 290-291).

2. The intent of this statement is not to discourage what is "controversial." Controversy is at the heart of the free academic inquiry which the entire statement is designed to foster. The passage serves to underscore the need for the teacher to avoid persistently intruding material which has no relation to his subject.

3. Most church-related institutions no longer need or desire the departure from the principle of academic freedom implied in the *1940 Statement*, and we do not now endorse such a departure.

4. This paragraph is the subject of an Interpretation adopted by the sponsors of the 1940 Statement immediately following its endorsement which reads as follows:

   If the administration of a college or university feels that a teacher has not observed the admonitions of Paragraph (c) of the section on Academic Freedom and believes that the extra-mural utterances of the teacher have been such as to raise grave doubts concerning

his fitness for his position, it may proceed to file charges under Paragraph (a) (4) of the section on Academic Tenure. In pressing such charges, the administration should remember that teachers are citizens and should be accorded the freedom of citizens. In such cases the administration must assume full responsibility and the American Association of University Professors and the Association of American Colleges are free to make an investigation.

Paragraph (c) of the 1940 Statement should also be interpreted in keeping with the 1964 *"Committee A Statement on Extramural Utterances"* (*AAUP Bulletin*, Spring, 1965, p. 29) which states *inter alia*: "The controlling principle is that a faculty member's expression of opinion as a citizen cannot constitute grounds for dismissal unless it clearly demonstrates the faculty member's unfitness for his position. Extramural utterances rarely bear upon the faculty member's fitness for his position. Moreover, a final decision should take into account the faculty member's entire record as a teacher and scholar."

Paragraph V of the *Statement on Professional Ethics* also deals with the nature of the "special obligations" of the teacher. The paragraph reads as follows:

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

Both the protection of academic freedom and the requirements of academic responsibility apply not only to the full-time probationary as well as to the tenured teacher, but also to all others, such as part-time and teaching assistants, who exercise teaching responsibilities.

5. The concept of "rank of full-time instructor or a higher rank" is intended to include any person who teaches a full-time load regardless of his specific title.

6. In calling for an agreement "in writing" on the amount of credit for a faculty member's prior service at other institutions, the Statement furthers the general policy of full understanding by the professor of the terms and conditions of his appointment. It does not necessarily follow that a professor's tenure rights have been violated because of the absence of a written agreement on this matter. Nonetheless, especially because of the variation in permissible institutional practices, a written understanding concerning these matters at the time of appointment is particularly appropriate and advantageous to both the individual and the institution.

7. The effect of this subparagraph is that a decision on tenure, favorable or unfavorable, must be made at least twelve months prior to the completion of the probationary period. If the decision is negative, the appointment for the following year becomes a terminal one. If the decision is affirmative, the provisions in the 1940 Statement with respect to the termination of services of teachers or investigators after the expiration of a probationary period should apply from the date when the favorable decision is made.

The general principle of notice contained in this paragraph is developed with greater specificity in the *Standards for Notice of Nonreappointment*, endorsed by the fiftieth Annual Meeting of the American Association of University Professors (1964). These standards are:

Notice of nonreappointment, or of intention not to recommend reappointment to the governing board, should be given in writing in accordance with the following standards:

(1) Not later than March 1 of the first academic year of service, if the appointment expires at the end of that year; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination.

(2) Not later than December 15 of the second academic year of service, if the appointment expires at the end of that year; or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination.

(3) At least twelve months before the expiration of an appointment after two or more years in the institution.

Other obligations, both of institutions and individuals, are described in the *Statement on Recruitment and Resignation of Faculty Members,* as endorsed by the Association of American Colleges and the American Association of University Professors in 1961.

8. The freedom of probationary teachers is enhanced by the establishment of a regular procedure for the periodic evaluation and assessment of the teacher's academic performance during his probationary status. Provision should be made for regularized procedures for the consideration of complaints by probationary teachers that their academic freedom has been violated. One suggested procedure to serve these purposes is contained in the *Recommended Institutional Regulations on Academic Freedom and Tenure*, prepared by the American Association of University Professors.

9. A further specification of the academic due process to which the teacher is entitled under this paragraph is contained in the *Statement on Procedural Standards in Faculty Dismissal Proceedings*, jointly approved by the American Association of University Professors and the Association of American Colleges in 1958. This interpretive document deals with the issue of suspension, about which the 1940 Statement is silent.

   The 1958 Statement provides: "Suspension of the faculty member during the proceedings involving him is justified only if immediate harm to himself or others is threatened by his continuance. Unless legal considerations forbid, any such suspension should be with pay." A suspension which is not followed by either reinstatement or the opportunity for a hearing is in effect a summary dismissal in violation of academic due process.

   The concept of "moral turpitude" identifies the exceptional case in which the professor may be denied a year's teaching or pay in whole or in part. The statement applies to that kind of behavior which goes beyond simply warranting discharge and is so utterly blameworthy as to make it inappropriate to require the offering of a year's teaching or pay. The standard is not that the moral sensibilities of persons in the particular community have been affronted. The standard is behavior that would evoke condemnation by the academic community generally.

Appendix VIII. Local Tenure and Promotion Policies

This appendix contains local campus tenure and promotion guidelines. The guidelines at each campus are subject to the control of each local faculty organization.

Palmetto Programs

Tenure Progress Review:

Candidates for Tenure Progress Review will submit their files according to the requirements and deadlines established by the PCCFM.

A chair of a Tenure Progress Review Committee is selected from among the faculty members of the Palmetto Programs FO who have achieved the rank of Associate Professor or Professor. The chair will work with the Executive Director or his or her representative to establish a review committee comprised of at least five members of the Palmetto Programs faculty who also have achieved the rank of Associate Professor or Professor. If there are insufficient faculty available, additional faculty members may be recruited from other Palmetto College Campuses to make up the committee in accordance with policies established by the PCCFM.

The chair of the committee will be responsible for providing instruction for evaluating the file, requesting written feedback from committee members, collecting and collating the feedback, and providing an overview summary to the Third Year Review candidate and to the Executive Director within reasonable deadlines.

Tenure and Promotion:

Candidates for Tenure and Promotion will submit their files according to the requirements and deadlines established by the PCCFM. There are no other local requirements or different deadlines established by Palmetto Programs which would supersede those established in the PCCFM.

A local Tenure and Promotion committee is comprised of all faculty members of the PPFO who have achieved the rank of Associate Professor or Professor and who are not ineligible due to prior responsibilities to the Palmetto College Campuses Tenure and Promotion Committee or the Palmetto College Campuses Grievance Committee. If there are insufficient faculty available, additional faculty members may be recruited from other Palmetto College Campuses to make up the committee in accordance with the policies established by the PCCFM.

The chair will be responsible for providing instruction for evaluating the file, requesting written feedback and votes from committee members, collecting and collating the feedback, and providing a letter discussing the vote on the file to the candidate by the deadline established by the PCCFM.

Post Tenure Review:

Candidates for Post Tenure Review will submit their files according to the requirements and deadlines established by the PCCFM. There are no other local requirements or different deadlines established by Palmetto Programs which would supersede those established in the PCCFM.

USC Lancaster

Approved by the USC Lancaster Faculty Organization 1 February 2019

Lancaster tenure and promotion procedures follow the *Palmetto College Campuses Faculty Manual*, in addition to these specific local committee procedures.

1. Except for those items specified for inclusion in the Addendum, the file must be complete by **November 1 (March 31 for second-semester appointments) and before the campus tenure and promotion committee begins to review it**. All files will be presented electronically (.pdf) with bookmarks designating the sections of the file, to the Office of the Palmetto College Chancellor.

2. Third-year review files are to be prepared and submitted in the same manner as tenure and promotion files. The Lancaster Tenure and Promotion Committee also reviews third-year review files, although it may specify a later deadline for those files to be submitted. The latest deadline in such exceptions should be 31 January (15 April for second-semester appointments). The tenure and promotion committee chair must notify faculty undergoing third-year review of any extended deadline for files by no later than 1 September.

3. Likewise, the Tenure and Promotion Committee chair may extend the deadline for post-tenure review files to not later than 31 January, notifying candidates of any extended deadline by no later than 1 September.

4. The Tenure and Promotion Committee also conducts first-year review for new faculty, but the procedures for this review are not defined by the *Palmetto College Campuses Faculty Manual* but are instead described by a separate local faculty organization approved policy, First-Year Tenure-Track Faculty Peer Review, available on the Lancaster campus website.

5. The file will be considered by the Lancaster Campus Tenure and Promotion Committee, which comprises six tenured members elected by the faculty. This committee will typically have been elected the preceding April. Neither the campus dean, nor the academic dean, nor any local division chair, nor any emeritus professor, nor anyone who serves on the Palmetto College Campuses Tenure and Promotion Committee or Palmetto College Campuses Grievance Committee may be elected to this committee. Division chairs and the Associate Dean for Academic Affairs do not vote in the Lancaster tenure and promotion process.

6. Only faculty of equal or higher rank may vote on those applying for that rank. All faculty serving on the committee may vote on applications for tenure. The minimum number of faculty necessary for voting on a candidate is five. The local tenure and promotion committee will request the participation of faculty from other Palmetto College campuses if necessary to find sufficient faculty to serve with eligibility to vote. In the event that the campus cannot provide at least three members for its local Tenure and Promotion

Committee for any candidate, additional members shall be appointed by the Palmetto College Campuses Faculty Senate Executive Committee, in consultation with members of the local committee, and the chancellor of Palmetto College or designee.

7. A faculty member on leave may vote only upon written notification to the unit chair or dean of a desire to do so before beginning the leave. This faculty member must attend the meetings of the committee to cast a vote. Any portion of a meeting at which candidates are considered for tenure or promotion is closed except to those eligible to vote.

8. Each member of the campus tenure and promotion committee shall vote "yes," "no," or "abstain." A majority of yes votes among those voters who did not abstain is considered a favorable recommendation. Original ballots with justification must be provided by each voting faculty member. Justifications need not be signed but must clearly state how the author voted. Any ballot without justification will be voided.

9. After the votes have been recorded and reported to the committee, the ballots and justifications will be included in the file. The committee will generate a letter which will indicate one of the following:
    a. Recommended for promotion
    b. Recommended for tenure
    c. Not recommended for promotion at this time
    d. Not recommended for tenure at this time
    e. Not recommended for tenure (this category is reserved for cases where the faculty member has served the maximum probationary period in any rank)

10. By **December 1 (May 15 for second-semester appointments)**, the chair of the campus committee shall write a letter informing the candidate of the committee's recommendation. The file, including the ballots and justifications, will be forwarded to the Lancaster campus dean. The dean will review the file and write an assessment and recommendation to be included in the tenure and promotion file. The dean will then forward the file to the Office of the Palmetto College Chancellor by **January 5 (August 1 for second semester appointments.)** The dean will notify the candidate, in writing, of their recommendation.

USC Salkehatchie

Approved by the Faculty Organization April 5, 2019

1. Except for those items specified for inclusion in the Addendum, the file must be complete by November 1 (March 31 for second-semester appointments) and before the campus tenure and promotion committee begins to review it. All files will be presented electronically (.pdf) with bookmarks designating the sections of the file, to the Office of the Palmetto College Chancellor.

2. Only faculty of equal or higher rank may vote on those applying for that rank. All tenured faculty may vote on applications for tenure. The minimum number of faculty necessary for voting on a candidate is five. Campus tenure and promotion committees will request the participation of faculty from other Palmetto College campuses if necessary to form a quorum. In the event that a campus cannot provide at least three members for its local Tenure and Promotion Committee, additional members shall be appointed by the Palmetto College Campuses Faculty Senate Executive Committee, in consultation with members of the local committee, and the Palmetto College Chancellor or designee. Faculty holding administrative positions (such as chair, dean, provost or President) which enable them to make recommendations on a candidate may not vote on those candidates. Emeritus professors may not vote. A faculty member on leave may vote only upon written notification to the unit chair or dean of a desire to do so before beginning the leave. This faculty member must attend the meetings of the committee to cast a vote.

3. Meetings at which candidates are considered for tenure and promotion are closed to everyone except those eligible to vote on the candidate. A campus tenure and promotion meeting may, however, by rule, motion, or invitation of the chair of the meeting, be opened to anyone the body wishes to be present at the meeting and/or be heard.

4. USC Salkehatchie Local Tenure & Promotion Committee will review each candidate as a committee of the whole. Voting members should make every effort to be present at the meeting (via phone or Skype if not in person).

5. Each member of the campus tenure and promotion committee shall vote "yes," "no," or "abstain." A majority of yes votes among those voting "yes" and "no" shall constitute a favorable recommendation. Abstentions shall be recorded but not used in the determination of majority for a favorable recommendation. The majority of the votes excluding "abstaining" will constitutes the recommendation to be forwarded. In the event of a tie, the result will be recorded and forwarded.

Original ballots with justification must be provided by each voting faculty member. Justifications need not be signed but must clearly state how the author voted. Any ballot without justification will be voided.

6. After the votes have been recorded and reported to the committee, the ballots and justifications will be included in the file. The committee chair will generate a letter which will indicate:

1. Recommended for promotion
2. Recommended for tenure
3. Not recommended for promotion at this time
4. Not recommended for tenure at this time

5. Not recommended for tenure (this category is reserved for cases where the faculty member has served the maximum probationary period in any rank)

By December 1 (May 15 for second-semester appointments), the chair of the campus committee shall write a letter informing the candidate of the committee's recommendation. The file, including the ballots, justifications, and letters from any other level of local review, will be forwarded to the Palmetto College Campus Dean through the online portal.

The Dean and any other administrative officials involved in the local campus voting will review the file and write an assessment and recommendation to be included in the tenure and promotion file. The Dean will then forward the file to the Office of the Palmetto College Chancellor. The Dean and any other administrative officials with a vote at the local level will notify the candidate, in writing, of his or her recommendation.

USC Sumter

Except for tenured full professors, all regular (non-visiting) full-time faculty, including fulltime librarians are subject to the following procedures for promotion and/or tenure:

- On or before May 1 of each year, each regular full-time faculty member shall review the standards in the Palmetto College Campuses Faculty Manual. Candidates will submit a signed statement of intent to the Executive Associate Dean for Academic and Student Affairs indicating a desire for consideration of promotion and/or tenure (forms for indicating a faculty member's intent for promotion and/or tenure will be distributed by April 1.
- By June 1, the candidate working with his/her immediate supervisor (usually the chair) will compile a list of at least five potential reviewers with whom the candidate and chair are mutually satisfied. The list must include names of reviewers, titles, and complete contact information. Two of the five reviewers will be selected by the candidate and one reviewer will be selected by the immediate supervisor (on behalf of the institution).
- By June 15, the immediate supervisor will make initial contact with the potential reviewers to assure that they are willing to participate and then forward the final list of potential reviewers to the Office of the Palmetto College Chancellor.
- By July 1, the candidate will submit the tenure and promotion file and primary supporting documentation for external review to the Office of the Palmetto College Chancellor. The file should include sections PCCTP-1 through PCCTP-11. The candidate will submit the file and primary documentation in electronic (.pdf) format. If the candidate also wishes to submit selected print items in the primary documentation, the candidate must submit four copies of the print items.
- By July 15, the Office of the Palmetto College Chancellor will send each reviewer a letter requesting an evaluation of the candidate's scholarly work, research and/or creative achievements.
- If the faculty member requests consideration for promotion and/or tenure, he/she shall obtain the official Promotion and Tenure File forms, complete/update the forms, and submit the same by November 1 to the electronic submission point.
  The Promotion and Tenure Committee will have an informational meeting by November 10.
- By November 10 the appropriate **Division Chair** shall submit to a letter which either supports or does not support the faculty member's request for promotion and/or tenure.
- By November 20 the **Executive Associate Dean for Academic and Student Affairs** shall write a letter that either supports or does not support the faculty member's request for promotion and/or tenure, and shall make this letter a part of the Promotion and Tenure file of the faculty member.
- **All members of the Promotion and Tenure Committee** will evaluate each candidate's file on each category using the box-score forms. The evidence to be considered will be the material in the Promotion and Tenure File.
- The committee chair will generate a composite box-score for each category and include narratives from each committee member. This will be the committee's recommendation.

Both the composite box-score forms and the narratives will be included in the candidate's files.

- The vote of the committee and a copy of the composite box-score form will be forwarded 44 to the candidate by December 1.
- The committee will forward the file with its recommendation to the **Campus Dean** by December 1.
- The campus dean will forward the files and their recommendation to the Office of the Palmetto College Chancellor by January 5 for review by **the Palmetto College Campuses Tenure and Promotion Committee**. The dean will notify the faculty member of their decision in writing by January 5. A copy of the file will be retained in the dean's office.
- The Palmetto College Campuses Faculty Manual describes procedures that occur above the campus level.

USC Union

a. USC Union Tenure and Promotion Committee

The committee shall review tenure and promotion applications of faculty members and will make recommendations to the Dean of the campus. The committee shall consist of five tenured faculty members elected by secret ballot by the Faculty Organization. The member receiving the greatest number of votes shall act as Chair and call the first meeting at which a Chair shall be elected. (Rev. 10/4/02)

b. Regional Campuses Tenure and Promotion Committee

The faculty at USC Union shall elect each year two tenured full-time faculty members above the rank of Assistant Professor to serve on this committee, which reviews all applications for tenure and/or promotion from faculty members in the Regional Campuses.

c. Peer Review Committee

This committee will conduct peer review of all full-time and onsite part-time faculty. The committee shall consist of five faculty members elected by the Faculty Organization at the last spring meeting. (Rev. 10/6/02)

For the procedure and forms, see USC Union Faculty Handbook—Regulations and Policies — Administrative policies — Evaluation of Faculty — Peer — Full and Part-Time Faculty. (Rev. 5/10/99)(6/6/03)

USC Union Tenure and Promotion Local Policies and Procedure

I. Policy
   a. USC Union, as part of the University of South Carolina Palmetto College, is dedicated to the highest standards of teaching, scholarship, and service.
   b. USC Union abides by the policies and procedures set forth in the Palmetto College Campuses Faculty Manual (formerly the Regional Campuses Faculty Manual and referred to below as PCCFM). The most recent and archived versions are available at this link: http://www.sc.edu/about/system_and_campuses/palmetto_college/internal/faculty_and_staff/academic_affairs/faculty_manual/index.php
   c. Local procedures for tenure and promotion are designed to clarify, not to replace, Palmetto College procedures, and to specify only procedures for the Union campus.

II. Procedure
   a. Review and voting (abbreviated timeline, see PCCFM for more details)

i. The final file and documentation are due to the Office of the Palmetto College Chancellor, via electronic submission through the online Tenure and Promotion submission portal, by November 1 (or March 31 for mid-year hires) or on the date specified in the PCCFM (also see PCCFM for policy regarding External Review and Summary of Teaching Evaluations processes, which precede this deadline for submission of final version of the file).
ii. The Office of the Palmetto College Chancellor will forward the file to the campus local committee for consideration and voting.
iii. By December 1 (or May 15 for mid-year hires), the campus committee will forward the file on to the Campus Dean, including their recommendation, ballots, and justifications. The Campus Dean, in consultation with the Academic Dean, will add a letter to the file with his or her assessment and recommendation, and will forward the file on to the Office of the Palmetto College Chancellor for review by the PCC Tenure and Promotion Committee, by January 5 (or August 1 for mid-year hires).
iv. The PCC Tenure and Promotion Committee will notify the candidate of their decision by March 1 (or September 15 for mid-year hires), and will forward the file on to the Palmetto College Chancellor, the Provost, and the President for further review. Files for which the President favors promotion and/or tenure will then be forwarded on to the Board of Trustees for consideration.

b. Possible future action
i. Should USC Union's faculty become organized as divisions and/or departments in the future, the chairs of divisions and/or departments will have a vote on tenure and promotion.
ii. Local campus due dates will be adjusted accordingly should this take place.

USC Union Third-Year Review Local Policies and Procedure

Tenure-track faculty shall, during their third full contract year, complete a formal peer review, designed to evaluate their progress towards tenure, which will result in written recommendations for the faculty member. The Associate Dean of Academics shall be responsible for notifying the candidate during the spring semester (or fall semester for mid-year hires) preceding the start of the third full contract year that his or her review shall take place during the fall semester (or spring semester for mid-year hires) immediately following. The following guidelines shall apply:

1. The candidate shall prepare, and make available by November 1 (or March 31 for mid-year hires), a file according to the PCCFM guidelines for tenure and promotion.
2. The file will be reviewed by the local campus tenure and promotion committee. Following the discussion, provided that at least three tenured faculty members on the committee are in attendance, the faculty present shall cast a vote for one of the following options:

a. In the opinion of the committee, the candidate's progress towards tenure is satisfactory.

b. In the opinion of the committee, the candidate's progress towards tenure is satisfactory, but the committee has specific reservations and/or recommendations. The committee will provide concrete, written suggestions for improvements necessary to ensure progress towards tenure. Clear mechanisms shall be specified to assess, at least annually, the effectiveness of the candidate's response to these suggestions.

c. In the opinion of the committee, the candidate's progress towards tenure is unsatisfactory.

3. The local campus committee will notify the candidate of their recommendation by December 1 (or May 15 for mid-year hires), in writing.
4. The peer-review process should fully respect academic freedom and should strictly adhere to discussion of job performance.