



CAROLINA

UNIVERSITY

Faculty Handbook

2021

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Foreword

This Faculty Handbook is prepared to provide each member of the Faculty of Carolina University with a helpful guide to vital information about the University. It presents policies and procedures currently in effect. Therefore, thorough familiarity with the contents of this manual will help to keep misunderstandings at a minimum and assure the efficient functioning of the academic program of the University.

Because policies and procedures need to be updated from time to time, the Faculty Handbook is designed to accomplish necessary changes with the least amount of time and expense.

Carolina University Profile

Institutional Mission

We are a Christ-centered University committed to educating aspiring leaders worldwide through exceptional teaching, scholarly research, creative innovation, and professional collaboration.

General Education

General education studies provide a general understanding of the world including the appropriate use of spoken and written English, a broad view of history, an understanding of social institutions, a comprehension of human nature, an appreciation of cultural values, a grounding in mathematics, and a sound knowledge of science.

Code Of Conduct

Trustees, Faculty, Staff, and Students are encouraged to love God, love their neighbors as themselves, and live virtuous lives.

Professional Ethics

"But be thou an example of the believers in word, in conversation, in charity, in spirit, in faith, in purity" (I Timothy 4:12).

A trust has been imposed upon faculty members to be examples to the students who come here for education. What the students become in later life will largely depend upon what they see demonstrated as their lives touch our lives both in and out of classes. It is important to remember that student ideals will likely rise no higher than faculty ideals.

It is unprofessional to criticize directly or by implication the character or work of our colleagues in the presence of students or other colleagues. If the matter is of a serious nature the scriptural principle is to go first to the brother himself.

Professional ethics require the teacher to be prompt and faithful in meeting each scheduled class session, to make himself/herself available for a reasonable number of hours for student appointments, and to be faithful and prompt in keeping them. Office hours should be posted on the office door of each faculty member. Additionally, faculty should post their office hours in the e-Learning classrooms and email signatures for students to easily know when you are accessible.

Faculty courtesy and consideration for instructors and classes who use the same classrooms require thoughtfulness in areas such as:

- adherence to technology use policies
- promptness
- appropriate care of facilities

Faculty Organization

Faculty Status

The following people are granted Faculty status:

1. Chief Administrators of the University: These positions are President, Executive VP for Academic Affairs, and Chancellor. They have faculty benefits and qualify for the faculty calendar; however, they follow the calendar as negotiated with the President and Board of Trustees.
2. Full-Time Faculty: the individuals whose primary responsibility is that of teaching and research and who are employed on a full-time employment contract. They have faculty benefits and follow the faculty calendar. Additional status for long-term, adjunct faculty may be negotiated.
3. Adjunct Faculty: part-time faculty members who only teach and are paid on a per course basis. There are no benefits except remuneration for teaching. Adjunct faculty may be invited to attend faculty meetings but are not required and do not have voting rights. They are not required to have regalia at graduation.

Academic Structure

The University is divided into five academic schools: the Moore School of Education; the John Wesley School of Leadership; the School of Arts and Sciences; the Patterson School of Business; and the Piedmont Divinity School. The program directors, along with the Dean/Director of the Piedmont Divinity School, report to the Executive Vice President for Academic Affairs (EVPAA).

Faculty Committees

Substantial work is done on behalf of the Faculty by committees. Appointments are made by the EVPAA. Committees normally serve indefinitely, although they are reviewed yearly. The EVPAA is an ex-officio member of all academic committees.

Academic Council

The Academic Council serves as the Curriculum Committee of the University with expanded responsibilities.

The Academic Council is composed of the Executive Vice President of Academic Affairs, the deans of the various schools, and discipline leaders or other faculty members appointed by the EVPAA. The EVPAA shall chair the Academic Council.

As the curriculum committee of the University, the Academic Council is responsible to study, refine, and recommend to the President all matters relating to the curriculum of Carolina University. Particularly, the Council shall give attention to the following duties:

1. to serve in an advisory capacity;
2. to keep abreast of course offerings and of needs for curricular changes;
3. to consider proposals involving new degrees, additions, deletions, or modifications of curricular programs or required courses;
4. to discuss relationships of various school programs;
5. to handle other tasks as may, from time to time, be delegated to it;
6. to provide leadership in the academic areas of the University in conjunction with university leadership;
7. to serve as an appeal committee as designated.
8. to discuss and consider any amendments to plans, policies, and publications of an academic nature.

All discussion of curriculum changes, program additions, and program deletions originates in each individual school. Each discipline/school makes a recommendation to the Academic Council. The Academic Council discusses and acts on the school recommendation. In all votes, a simple majority is adequate. The Faculty has the authority to make curricular changes, but the President must approve program changes such as the deletion or addition of a degree program.

Academic Integrity Committee

The Academic Integrity Committee investigates violations of academic integrity as outlined in the plagiarism policy (see *Student Life Guide*), and is permitted access to the Academic Integrity files. This committee is composed of the EVPAA (or designee), one representative of the school in which the infraction occurred, and the faculty member to whom the work was submitted.

Academic Review Committee

The Academic Review Committee is composed of the Director of the Student Success Center, Registrar, EVPAA, a student appointed from the elected student officers, and a student appointed from the Resident Assistants.

Appeals Committee / SAP Appeal Committee

The Academic Committee is composed of the Registrar, Director of Student Success, Senior Academic Advisor, and three faculty members nominated by the EVPAA. The committee has the power to examine disciplinary matters and make recommendations including suspension, probation, censure, and expulsion.

Athletics Council

The Athletic Department is evaluated by the Athletics Council, which consists of the Registrar, Dean of Students, Dean of Women, the Athletic Director, two faculty members, and one Student Council member. The faculty members chosen should display an interest in sports at Carolina University and the part it plays in the educational process.

The purpose of the Athletics Council is to assist the Athletic Director in establishing goals, developing a master plan, and building support in the University and community.

University Calendar Committee

The University Calendar Committee consists of the Registrar/IE (Chair), Director of Financial Aid, and the Athletic Director (upon request).

The purpose of this committee is to meet annually and plan the administrative and academic calendar for the next academic year as well as advise on calendar changes.

Faculty Library Committee

This Committee shall be composed of a librarian and the members of the Academic Council. The Library Committee shall serve in an advisory capacity to the Library and shall serve the liaison function between the Faculty and the Library.

The officers of this Committee shall be a chairperson and a secretary. The chairperson shall be a librarian. The chairperson shall preside over the meetings and formulate the agenda. The secretary shall keep the official minutes of each meeting and shall deposit a copy to be kept on file in the Library.

Meetings shall be held as requested by the librarian or by any member of the Committee. A quorum shall consist of three members. In the event of the absence of either the chairperson or the secretary, the Committee may select officers pro-tem.

Faculty/Staff Benefits Committee (ad hoc)

This Committee includes the Chief Financial Officer, Controller, Director of Human Resources, and two faculty members. This committee is responsible to evaluate

faculty/staff benefits: insurance, retirement, and other such items, and make such recommendations as necessary to appropriate bodies.

Finance Committee

The Finance Committee is composed of the President, the Chancellor, the EVPAA, and the Chief Financial Officer.

Subject to guidelines set by the Board of Trustees, it establishes workable financial policies for the entire institution. Preparation of the budget is maintained throughout the year.

Student Conduct Committee

The Student Conduct Committee is comprised of the Dean of Students, Student Council Advisor, one Faculty member, the Student Council President, Graduate Student Representative, and the Student Council Secretary.

The Student Conduct Committee acts as an Appeals Committee for discipline of major social and academic violations, as well as conduct which is not in harmony with the spirit of student life at Carolina University.

Special Committees

In addition to standing committees, special ad hoc committees may be appointed by the President, EVPAA, or a Vice President for the accomplishment of certain tasks or research.

Note: See Appendix for Faculty Assignments

Personnel Procedures And Guidelines

Faculty Hiring Policy

Carolina University will always endeavor to hire the best qualified person for the open position. Criteria include:

1. Teaching ability
2. Education: candidates must meet or exceed qualification norms specified by accreditors and hold terminal degrees from leading institutions accredited by federally recognized agencies. It is expected that an earned PhD from a leading institution is required for appointment to an assistant professor position or above.
3. Experience in a university environment and special aptitudes
4. History of research publication

In the hiring of faculty, Carolina University does not discriminate on the basis of race, sex, color, handicap, national and ethnic origin.

Contracts of employment are issued by the Human Resources staff and will specify the academic rank to which a faculty member has been appointed. These ranks include: Lecturer; Assistant Professor; Associate Professor; Professor; Endowed/Chair Professor; Professor of Practice; Adjunct Professor; Visiting Professor; Faculty Fellow.

Adjunct Faculty

Adjunct Faculty will generally follow the hiring policy for full-time faculty. However, when appropriate, adjunct faculty may be hired after proper documentation and consultation between the EVPAA and the appropriate Dean. Adjunct Faculty employment standards are identical to full-time Faculty standards.

Nepotism

Beginning January 1, 2005, Carolina University will not offer staff employment to the spouse of any member of the Administration or Faculty, or to any current member of the Staff or Faculty where duties, oversight, supervision, or responsibilities may overlap. While spouses of Faculty members may be considered for staff positions, those positions must not be under supervision of that Faculty member. Potential overlap of duties between two members of the teaching faculty will be evaluated by the EVPAA in consultation with the appropriate Dean.

Faculty Benefits

Paid Time Off (PTO)

All faculty members employed on a twelve-month basis are granted one month of PTO including four Sundays. It should be noted that any unused PTO from one contract year does not carry over into the next year, i.e. PTO is not cumulative. In the event of a proposed leave that extends beyond the allotted one-month, arrangements must be cleared with the Administration before plans are solidified or a commitment made.

Participation in conferences or other special meetings is by special arrangement only. Normally, no more than one-week additional time will be granted for such activity during a semester.

Weekend preaching, speaking or official representation of the University is not included in the conference or special meeting category. Questions concerning absences from the Campus and/or classes may be addressed to the Administration for consideration and final decision.

Teaching Faculty

Specified PTO times need to be cleared with the Dean. All full-time faculty should schedule their PTO when they do not conflict with teaching assignments. Exceptions will be rare and requests for exceptions should be submitted to the faculty's Dean, in writing, 30 days in advance and must be approved by the EVPAA.

Pay Periods and PTO Periods for Faculty

The starting date for Faculty, as shown on the annual contracts, is August 16. This means that the first paycheck has been earned by the date August 31. However, the starting date for new faculty is August 1, which means the first paycheck will be paid August 15.

If the faculty member teaches during summer school, the contract will be considered a twelve-month contract. There will then be twenty-four pay periods during the academic year for that Faculty member. One month of that period will be considered PTO.

If the faculty member has neither summer school teaching duties nor extensive administrative assignments, the contract will be considered a nine-month contract unless otherwise specified in the contract itself. The starting date for the contract will be August 16 and the ending date will be the following May 15. The faculty member may select 18 or 24 pay periods. There will be no PTO consideration in the contract.

If the faculty member's contractual obligations include administrative duties, the contract will be twelve months. One month of that time will be considered to be PTO.

The pay periods for faculty are the 15th and the last day of the month.

Sickness

Faculty are expected to be present in their classes to assure that their students are provided the instruction and guidance appropriate to the courses. If sickness should occur, the faculty member will work with their Dean, the EVPAA, or his/her designate to assure continued class coverage.

During these periods of temporary absence due to sickness, the full pay for the faculty member will continue. However, should the faculty member have an extended illness, the University will continue full pay for up to three months. After three months, the pay will be decreased to seventy-five percent of the contracted pay amount. This diminished pay figure will be continued for a three-month period and then the pay will be discontinued altogether. This will provide six months of some amount of pay to the ill person.

Normally, a person who has been absent from work due to sickness for six months will be eligible for disability pay under the Social Security system. The University does not assert that Social Security coverage will be available nor will this program for University pay be affected by whether or not Social Security is available.

Whenever the faculty member is able to return to full-time work on a continuing basis, his/her full pay will be restored. Full-time basis is defined as when no other assistance is required for him/her to perform all the duties formerly assigned to him/her. Any change of work assignment or duties because of either the sickness or the replacement during the sickness will result in a renegotiation of the contract for the remainder of the contract period.

If a Faculty member should be absent for an extended period and still be receiving full pay and/or be receiving pay at the seventy-five percent level and return to work for less than six months, any time that is further missed will be considered as part of the original absence. The time worked during the return period will not be counted as part of the absence, but a new period of three months with a potential additional three months will not begin, regardless of whether the illness was part of the first one or is a new one. Rather, all of the time missed will be counted as part of the one period of absence which will accumulate to the total time allowed, with the attendant pay adjustments.

After a Faculty member has returned to work and functioned in full capacity for a six month period, any subsequent sickness will be presumed to be from a new situation and the cycle of three months periods may begin again.

Family and Medical Leave

The Family and Medical Leave Act of 1993 allows eligible faculty, those employed for at least 12 months who have worked 1,250 hours during the 12 months prior to leave, up to 12 weeks of unpaid leave of absence during a 12-month period for certain faculty or medical reasons. These reasons are (1) the birth or placement for adoption or foster care of a child; (2) the employee's own serious health condition; or (3) to care for a spouse, child, or parent with a serious health condition.

Maternity Leave

A maternity leave for one semester may be granted for a female employee with faculty status. A person on a twelve-month contract may consider a summer as one semester. In conjunction with the policy on Sickness in the Faculty Handbook, the University will continue full pay for three months. At that point, a faculty member may elect to use up to four weeks of their PTO for full pay. The University will decrease the pay to seventy-five percent the remainder of the semester or for any period after the original three months that is not taken as PTO and the remainder of the semester. At the end of the semester, the pay will be discontinued. This provides a full semester of some pay. The Family and Medical Leave Policy as described above is incorporated in this maternity leave policy. The 12 weeks are included here and are not in addition to the maternity leave.

The faculty member should put a request for a maternity leave in writing to the EVPAA as soon as possible prior to the semester desiring a leave. The recommended time is three months prior to the semester in which the leave is taken.

Benefits will continue during this semester. The paid leave is only for faculty who have expressed a desire to continue employment and who do actually continue work for at least 12 months after the leave. Failure to work at least 12 months will result in a reimbursement of salary and benefits on a prorated basis.

Health and Life Insurance

Carolina University partially provides medical coverage for all full-time faculty, as well as \$10,000 life insurance coverage for all full-time Faculty members. A prospectus describing the details of this coverage may be obtained in the Business Office.

Meals in the Dining Room

Lunch is available in the cafeteria to Faculty members at a significant reduction in cost.

Tuition Benefit for Faculty, Faculty Spouses, and Dependents

Faculty, staff, spouses, and dependents may receive tuition benefits by applying to the Financial Aid office.

Faculty Teaching Load

Faculty members are expected to carry a full teaching load of approximately nine credit hours per semester. Faculty are expected to teach a reduced load in the summer.

Faculty members who have administrative or other assigned responsibilities will have their teaching loads adjusted in conference with the EVPAA.

Any special conditions may be negotiated with the relevant Dean subject to the approval of the EVPAA. Consideration should be given to the number of new courses, preparation required, and research needs.

Official Representation of Carolina University by Faculty

While most Faculty members may not be required to travel extensively to represent the University, it is expected that academic or related travel may become necessary occasionally.

On those occasions, prior approval of travel expenses for engagements shall be made by the appropriate supervisor on appropriate forms secured from the Business Office.

The faculty member will be reimbursed for the use of his/her personal automobile. The rate paid for the use of a private car is determined by the Business Office, which is normally the same as the federal government rate.

Any Faculty member should be available to represent the University, provided reasonable notice is given to him/her.

Faculty Employment and Length Of Service

Professors are chosen at Carolina University based on open merit-based competition. Additional religious doctrinal requirements will be applicable for faculty in the Piedmont Divinity School. Faculty are appointed on the following ranks in ascending order of seniority: Lecturer; Assistant Professor; Associate Professor; Professor; Endowed/Chair Professor. Other faculty ranks including Professor of Practice and Faculty Fellow fall outside this hierarchy and are negotiated individually. It is expected that ranks including associate professor and above will possess extensive teaching, research, and publication records, and national/international reputation for excellence in the relevant academic area. The appropriate rank will be specified in the contract of employment.

Faculty Grievance Procedure

When faculty members are concerned that certain actions are unfair or arbitrary, have complaints concerning working conditions, or feel aggrieved concerning other matters, the following procedures should be followed. Supervisors are responsible for providing faculty members with an opportunity to express opinions and to discuss problems and complaints. All supervisors are required to listen, inform, and counsel with individuals under their supervision and to make a sincere effort to resolve complaints and grievances promptly.

1. Whenever a faculty member has a grievance against a faculty member or another employee, he/she should, in Christian love and forbearance, go to the offender in accordance with Matthew 18:5. Experience has shown that this procedure often resolves the matter, whether by clarifying a misunderstanding or bringing forgiveness and reconciliation after a genuine offense.
2. Any other grievance or unresolved personal offense should be discussed with the immediate supervisor. The faculty member and supervisor should make every attempt to resolve the difficulty in a spirit of open and informal discussion.
3. If on consulting the immediate supervisor, the faculty member is still not satisfied, the next step is to bring the issue to the attention of the EVPAA within seven days. The problem or grievance must be submitted in writing. Again, every attempt must be made to resolve the difficulty. The process should be documented.

4. If the faculty member feels that the grievance has not been adequately resolved at this point, he/she may appeal to the President in writing with an explanation for the appeal.
5. The President will consider the appeal and make a decision. His decision on the matter shall be final.

Procedures for Dismissal of a Faculty Member

Step One: Letter of Administrative Intent

Should the University Administration conclude that a Faculty member should be dismissed for cause or that his/her contract not be renewed, the Administration shall prepare a letter to the faculty member in which the following information may be included:

1. a statement of intention by the Administration that dismissal be implemented (at a specified date) or that the faculty member's contract not be renewed.
2. a statement of the reason(s) for taking this action.
3. a statement of the faculty member's appeal right, including the specific time limit within which this right must be exercised.
4. an opportunity for the faculty member to resign rather than go through the appeal procedure.

Provided that there shall be no appeal and the above procedure shall not apply to terminations or non-renewals for financial or budgetary reasons.

Step Two: Appeal

Should the faculty member exercise his/her appeal rights, he/she shall be granted a hearing before a committee composed of the EVPAA, the Dean of the school of the faculty member, and a faculty member nominated by the President, at a time and place to be specified in writing. The faculty member shall have the right to present evidence and witnesses in his/her own defense.

Should the decision of this committee be that dismissal is the appropriate action to take, a letter to the faculty member shall be prepared by the committee which shall contain:

1. a statement informing the faculty member of the committee's decision to convey the administration's recommendation to the President
2. a statement of the reason(s) for the committee's decision
3. a description of any remaining appeal rights of the faculty member
4. an opportunity for the faculty member to resign.

Faculty Procedures and Guidelines

Advising Guidelines

Academic Advising

All full-time faculty are assigned as academic advisors to students for the purpose of academic advising. The advising includes such areas as selection of programs, switching programs, surveying progress of students, and special academic problems of students. The advisor communicates with each assigned new student. The advisor also meets with all advisees during pre-registration sessions and other scheduled advising meetings. The Office of the Registrar and the Deans, may provide information and assistance to the advisor.

Advisors to Classes and Organizations

Each class or organization is assigned an advisor by the EVPAA who is typically a member of the Administration or Faculty. It is the responsibility of the advisor to carry out the following duties, whether or not he/she is asked to do so by the students:

1. Be present at all scheduled meetings.
2. Be in constant touch with the activities of the organization through its officers and executive meetings.
3. Approve all matters of organizational policy.
4. Keep a close check on all expenditures.
5. Be responsible for all activities and policies of the organization.
6. Ascertain that no student on academic or disciplinary probation is active in the organization.

Faculty advisors are expected to guide, not direct.

Attendance Policies

Attendance Requirements for Events

All full-time Faculty are expected to attend University events and be present on campus during regular semester periods. Whilst there are no specified number of hours for a full-time faculty member to be physically present on campus, it is expected that all faculty members will spend a reasonable time present on campus in order to support students and colleagues. It is recognized that full-time faculty status is a privilege and should not be abused by resorting to irregular work habits, unapproved absence from campus, and tardiness in work. Presence on campus and attendance at university meetings and events should take precedence over personal commitments during the working week.

Non-attendance on campus and absences without prior approval are grounds for termination.

Faculty Meeting Attendance

Full-time faculty members are expected to attend each scheduled faculty meeting. The EVPAA presides over the faculty meetings. All meetings shall be conducted with accepted parliamentary procedure in accordance with Robert's Rules of Order. Any absences must be notified to the EVPAA in advance of the meeting.

End of Academic Session/Semester Meetings (Exam Board)

At the end of each academic session or semester, each school or discipline shall review teaching and learning in the concluded session with a view to identifying any concerns and determining areas for improvement. The end of session/semester meetings shall be organized by the Registrar and chaired by the EVPAA. Faculty members are expected to attend meetings by invitation and provide an overview of the teaching experience, student feedback, student performance, grade distribution, comparison against the prior offering of that course, and any other relevant information. Faculty members responsible for each course shall also reflect about the course learning objectives relative to the program learning objectives, connection with graduate skills and employment outcomes, and student success in the area.

Institutional Effectiveness/Evaluation

Faculty Evaluation

Evaluation of Faculty is performed both administratively and by students in order that effectiveness of instruction can be documented.

1. The Faculty is evaluated each semester in each course by the students who complete an anonymous evaluation form. These forms are submitted to the Office of Institutional Effectiveness. The forms are distributed to the Faculty members, as well as their Dean, by the Office of Institutional Effectiveness.
2. The Faculty should complete the Bi-Annual Performance Review.
3. The EVPAA, Dean, program director, or Faculty peer may observe and evaluate at least one class session per year for each faculty member. Newly appointed faculty, faculty who have a probationary contract, or faculty who are remediating weaknesses may be observed more than once per year.
4. Faculty observation, course evaluations, end of session/semester meetings, course reflections, grade distributions, etc shall be reviewed with the faculty member at a scheduled conference session at least yearly by the dean. The

data will be filed in the personnel file of the faculty member and discussed with the faculty member. The deans of each school will undergo the same review as the faculty member by the EVPAA as well as receive an evaluation.

Procedures for Program Review

Rationale: Academic Program Review exists for the purpose of evaluating the credibility and effectiveness of program offerings at Carolina University. Specifically, the objectives are: a) to assess program educational effectiveness, b) to determine the cost-effectiveness of a program, c) to determine the need for program revision, and d) to determine the viability for continuation of a program.

Process: All programs are to be reviewed on a regular basis, every five years. The major areas of evaluation are quality, need, demand, and cost. The review is to be conducted through the appropriate school with a report summarizing the findings presented to the President, EVPAA, Academic Council, and Education Committee of the Board of Trustees. The review process will follow procedures established by the EVPAA.

Criteria: The indicators or guidelines to be addressed in a review are as follows:

- compatibility of program with University mission
- level of achievement of specific academic program mission
- compatibility of program objectives with program mission
- level of accomplishment of competencies under each objective
- evidence that the program and its courses are meeting learning outcomes
- appropriateness of each competency
- student enrollment for previous five years
- availability of qualified professors
- quality of professors in terms of academic preparation, expertise, experience, and meeting of accreditation guidelines (AABC, TRACS, SACS, NC State, etc.)
- quality of instruction (student course evaluations, faculty observations, grade distribution of students, student performance on standardized tests, practicums, ordination councils, etc.)
- quality of administration
- curriculum content (is the content appropriate and is the coverage adequate -- should reflect norms established by the State Department of Public Instruction, FAA, ATS, etc.)
- financial requirements
- financial income production
- number of graduates, percentage of graduates in vocation for which trained
- availability of student services
- program needs assessment
- satisfaction of graduates with program preparation
- relevance of the program and courses to the job market-present and future

- external stakeholder feedback, including from employers and professional bodies

These criteria have been incorporated into the processes and procedures for Academic Reviews established by the EVPAA available in the university policy and procedures library as amended from time to time.

Office Guidelines

Academic Regalia

At the Commencement exercises, the Chief Administrators of the University, teaching Faculty, and administrative Faculty appear in full and appropriate academic garb. The Registrar's Office is responsible for ordering the regalia. Those not holding an academic degree wear a plain baccalaureate gown and cap, while those holding a degree wear the gown, cap, and hood distinctive of the degree conferred upon them. It is expected that dark shoes (preferably black) will be worn by all. Faculty members who have **academic degrees** wear the tassel on the **left front** quarter of the cap. **Non-degree** people will wear the tassel on the **right front quarter**.

Communication Modes

Use email whenever possible. Faculty should respond to all email and voice mail messages within one day.

Computer Use

No unauthorized software is to be loaded and used on any of the University computers. If there is software that you need, you may request it through techhelp@carolinau.edu, and the appropriate decision will be made. The decision will be communicated to you via email.

Expenditures

All expenditures must be approved by the appropriate Dean and EVPAA in consultation with the Chief Financial Officer. A purchase order number must be obtained for all expenditures over \$50.00. Even items approved for inclusion in the budget must receive prior approval before actually spending the funds. No expenditure will be reimbursed or invoice paid without prior approval. Failure to obtain approval will result in the individual being responsible to pay the expenditure.

Requests for materials should be made through the immediate supervisor and routed to the appropriate Vice President, who in turn will seek approval from the appropriate sources.

Library Use

Faculty members are urged to make the fullest use of the University Library. No restrictions are placed on the Faculty as to the number of books they may borrow. Books may be kept for one month and renewed for one additional month.

Instructors desiring to place books on the reserve shelf should make such requests to the librarian.

Facilities Maintenance/Repair/Service Requests

Any requests for Facilities for maintenance, repairs, furniture, and moving are to be directed to the Facilities Office via facilities@carolinau.edu. Please specify in the request if the issue is an immediate safety hazard. Please do not present requests in passing to the Director since all requests require a work order ticket to be generated through facilities@carolinau.edu.

IT Department Maintenance/Repair/Service Requests

Issues with phones, computers, smart boards, or any other area of technology should be directed to the IT Department via techhelp@carolinau.edu. Please do not present requests in passing to IT personnel since all requests require a work order ticket to be generated through techhelp@carolinau.edu.

Office Hours

Full-time faculty members are expected to remain on Campus a minimum of 15 hours per week in addition to their teaching hours. Any other arrangements are to be made only with the approval of the EVPAA. Advisement activities are required as previously stated. Additional office hours may need to be scheduled during crucial times as mid-term grade advisement and pre-registration. The adjunct Faculty Member is expected to remain on Campus a minimum of three hours per week in addition to his/her class contact hours. Any other arrangements are to be made only with the approval of the EVPAA.

Office Space

An attempt is made to provide office space for every full-time faculty member. Generally, faculty office space can no longer be provided for adjunct faculty.

Professional Development

Professional Development

The Administration encourages faculty members to pursue professional development opportunities likely to enhance their teaching and research capabilities.

All faculty members are encouraged to become members of appropriate professional organizations and attend professional meetings and research conferences as they are available. Funds are available for professional activities in each academic division. Funding

the activity or reimbursement for an activity is predicated on funds being available and must be approved by the School Dean as well as the EVPAA.

Academic Freedom

The faculty member has full freedom in research and in the publication of that research subject to an adequate performance of all other academic duties. Any research for monetary income should be undertaken only after an understanding with the Administration has been reached.

The teacher has freedom in the classroom in discussing his/her subject, but care should be exercised not to introduce into the teaching unrelated, controversial matters. It is expected that all teaching is consistent with the philosophy of Carolina University.

Each faculty member is a citizen, a member of a learned profession, and a representative of an educational institution. When the faculty member speaks or writes as a citizen, he/she is free from institutional censorship or discipline, but his/her relationship to the University imposes special obligations. As a person of learning and an educational representative of this University, it should be remembered that the public may judge his/her profession and this institution by those utterances. Hence, the faculty member should at all times be accurate, exercise appropriate restraint, show respect for the opinions of others, and make every effort to indicate that his/her communication is not being made as an institutional spokesperson.

Publications, Reviews, or Professional Services

Payment for publications, reviews, or professional services may be kept by the faculty member unless the publication is an official publication of the University.

Instructional Policies and Guidelines

Attendance and Reporting Absences

Each professor is provided with access to the faculty portal attendance module which should be kept up-to-date for each class meeting.

Students are expected to attend class regularly and to be prompt. Absences are permitted for emergencies and should be taken seriously.

A. Face-to face Classroom and Online Live Streamed Synchronous Course

With the understanding that students have the choice to utilize the live classroom and/or the online integrated synchronous classroom, the following attendance policies apply to both approaches simultaneously.

I. Student Absence Management

- a. Absences, for any reason, count toward the Maximum Total Number of Absences allowed.
- b. In 080-099, 100, and 200 level courses that are scheduled over the length of a normal semester, students will receive a two-point reduction in the final grade for each absence beyond the following (or equivalent clock hours):
 - 1 absence in a class that meets 1 time a week
 - 2 absences in a class that meets 2 times a week
 - 3 absences in a class that meets 3 times a week
 - 4 absences in a class that meets 4 times a week
- c. In 300 and 400 level courses, all absences will follow the make-up work policies listed below.
- d. **If a student exceeds the Maximum Total Number of Absences** allowed in any course, the student automatically fails the course.

II. Maximum Total Number of Absences allowed for any Reason:

- 3 absences in a class that meets 1 time a week
- 7 absences in a class that meets 2 times a week
- 11 absences in a class that meets 3 times a week
- 14 absences in a class that meets 4 times a week
- 1-day (8 hours) in a one-week (5 days) module

III. Tardy, Early Departure, and/or Partial Attendance

- a. When a student is late to class 3 times and/or departs early three times, this will count as one absence.
- b. Students who miss more than 25% of a single class meeting will be counted absent for the entire class. Percentages per single class meeting are as follows:
 - 15 minutes for any class up to 60 minutes
 - 20 minutes of a 75-minute class
 - 25 minutes of a 90-minute class
 - 30 minutes of a 120-minute class
 - 45 minutes of a 180-minute class

IV. Inclement Weather Absences

- a. Absences due to inclement weather closing or delays are not counted into the maximum total number of absences.
- b. Weather absences are determined based on the University's Inclement Weather Policy.

V. Make-Up Work Policy

The University sees the following absences as immediately available for make-up work:

- a. Absences that occur because a student is taking part in a CU sponsored event
 - On a weekly basis, the Coach, Staff Advisor, or Faculty Advisor will send to all faculty a list of all students who will be absent that week; the list will include student names, dates and times of absence(s), and the nature of the absence.
 - Prior to each absence, students who will be absent are expected to contact each of their professors to inform them of their absence and request assignments and their due dates to insure full credit.
 - Students must complete all work assigned on days missed, according to the specifications of the professor. Students should make every effort to complete assignments early, if possible.
- b. Illnesses
- b. Funerals
- c. Selected school-sponsored class trips or projects that meet divisional or degree requirements.
- d. Other situations the Academic Council Committee collectively deems as having merit or basis.
- e. All other course make-up work policies will be included in the course syllabus.

VI. Professor's Responsibility

- a. Professors must take roll every class period and make the attendance record promptly available to the students via the student portal.
- b. The professor's policy on make-up work for absences not covered above and tardies must be included in the syllabus.
- c. Professors are encouraged to include attendance incentives in their syllabus.

VII. Student's Responsibility

- a. Students, especially those involved in CU athletic, music, or ministry teams, are expected to inform professors prior to a scheduled absence and plan for work to be made up at the professor's discretion to ensure full credit.
- b. Upon an unexpected absence from class, the student should contact the professor immediately to discuss make-up work.
- c. Students should keep track of their own absences in each class, and resolve any discrepancies with the professor's posted record of attendance as soon as possible.
- d. Students should not wait until the end of the semester to deal with any concerns about absences.

VIII. Appeals Process for Attendance Policies

- a. Appeals concerning a professor's decision concerning make-up work are to be directed in writing to the Dean of the school.
- b. In extreme circumstances, a student may appeal the Maximum Total Number of absences in writing to the EVPAA, accompanied by documentation for every absence.
- c. Professors may advocate for those students with unusual circumstances, and those students with excused absence will be given due consideration.

B. Online Asynchronous Course Check-In and Participation Policy

1. Enrolled online students must check-in to courses, continue with assigned work or officially withdraw.
2. Failure to check-in will result in administrative withdrawal from the course.
3. Ongoing participation will be based on the student fulfilling weekly requirements of a course.
4. Students who withdraw after the check-in period may receive a grade of "WP" or "WF."
5. Students who check-in to a course and fail to maintain ongoing participation but do not officially withdraw will receive a grade of "F."

C. Summer School Class Attendance

In summer school, absences are highly discouraged. In any class, absences may not exceed 25% of the total number of class sessions. (Ex: The fifth absence in a class that meets for 19 sessions will be an automatic failure.) There is no appeal process for extra absences in summer school. Any exceptions should be made directly by the EVPAA.

D. Absence Due to Non-Payment of Student Accounts

Students who fail to pay the total of their bills by final due dates for fall, spring, and summer will be prohibited from attending classes until the accounts are paid. The professor is expected to cooperate with the Administration by enforcing this policy. Professors will receive notification from the Student Accounts Representative in the Business Office concerning which students should be restrained from classes. The student grades will be subject to the absence-grade-reduction policy detailed elsewhere in this Faculty Handbook.

Students who have not paid their bills by final exams are allowed to take final exams, but the grades are not posted until cleared by the Student Accounts Representative.

Faculty Portal and Course Management

All faculty members are required to utilize the LMS. The portal should be checked frequently for announcements and updates. Grades should be entered in the Course Management Gradebook and submitted to the Registrar following his/her specific

instructions. Syllabi and other essential course documents should be posted for easy student access. Training sessions and support are provided by the Director of Educational Technology.

Examinations And Quizzes

All professors should give a minimum of a mid-semester and a final exam or the equivalent.

Quizzes may be given at any time which seems wise to the instructor. They may be announced or unannounced. Each professor is responsible to announce whether, how, and when a quiz missed by the student is to be made up and what the grading policy is used on such make-up quizzes.

All examinations must be taken at the time and place specified. Exceptions will be made only in the case of sickness or other providential hindrance. As a policy, students should only miss a test if they are sick enough to miss all their classes the specific day of the test or if there is a death in the immediate family. Students who miss a test with the reason of being sick yet continue all other daily functions should not be allowed to make-up a test. Publish your policy concerning make-up exams in your syllabus.

Students may be given an examination at a time other than the specified time only when this arrangement is made before the scheduled time for the exam. Failure to observe this rule shall subject the student's examination grade to a ten percent reduction.

Final Examination Policy

There should be a final exam in every course except for internships (including student teaching), performance-oriented classes where an exam may not be appropriate, or a course where an exam is deemed inappropriate. The final exam may be a unit test over a portion of the course, or it may be comprehensive over the entire course. It does not have to be comprehensive. Students should take the final exams as scheduled unless special arrangements are made with the professor and approved by the Dean and/or EVPAA. The professor has the discretion to reschedule a final due to schedule conflicts or the case of a commuter who has a hardship situation. Students who have more than two exams in one day may petition to reschedule one. Students should take the exams with their section (if there are multiple sections) unless permission is granted by the professor.

All final exams must be given during the scheduled time during the final exam period and not during, for example, the last class.

Senior Exams and Final Grade Check

Seniors' grades are due to the Registrar's office prior to commencement practice. All incompletes must be removed. There will be a final grade check subsequently to grades being submitted and incompletes removed. No student will be able to graduate with a transcript that is incomplete therefore not signifying completion of the degree program.

The only exemptions for senior exams are those granted under the Honor Student Policy.

Form and Style of Formal Papers

Faculty should use the research style guide appropriate to the discipline in which they teach. Choices may include MLA, APA, Turabian, ABNT, or an approved international guide. It is expected that Professors carefully grade the papers they assign taking into consideration originality, accuracy, style, argumentation, documentation, and format.

Grading Procedures

Grade Deadlines

Meeting the required deadlines is the responsibility of every instructor. The Registrar gives special notice of the deadlines for grades to be posted and submitted. It is imperative that every professor cooperates in this matter. It is urgent for the Registrar to be able to enter the grades so grade reports for students and transcripts can be prepared. Students cannot be placed on academic warning or removed from academic warning until all grades are processed. Satisfactory Academic Progress (SAP) may only be determined after grades have been submitted. The SAP is used to determine the student's academic standing for the following semester as well as eligibility for financial aid. It is extremely important that grade submission deadlines be met. Faculty who are consistently late will be cited as part of their faculty evaluation summary.

Grading System

The following descriptions are designed to assist the Faculty in distinguishing and evaluating student recitation, written work, quizzes, exams, and overall grades at the end of the grading period.

Academic Grades

A - Represents a superior (outstanding) understanding of the subject matter, prompt and complete preparation of assignments, outstanding ability as manifested by such things as original thinking, extra reading or projects, and an interested attitude in and contribution toward class discussions (4 quality points per semester (hour)).

B - Represents an excellent understanding of the subject matter, prompt and complete preparation of assignments, above average ability as manifested by extra reading or projects, and an interested attitude in and contribution toward class discussion (3 quality points per semester hour).

C - Represents a (relatively) satisfactory understanding of the subject matter and average promptness in preparation of assignments. This is the minimum grade to satisfy the requirements for graduation (2 quality points per semester hour).

D - Represents a poor understanding of the subject matter and/or inadequate work in assignments. This is the lowest grade giving credit in a course (1 quality point).

F - Failure. As a semester final grade, an "F" indicates that exam(s), classwork, or both are so far below par that the course must be repeated if credit is to be obtained (0 quality points per semester hour).

P-Passed

Temporary Grades

I -Incomplete work - conditional. Entitles the student to re-examination following the completion of additional work stipulated by the professor or the fulfilling of such extra assignments as will be satisfactory to the professor. This work must be completed within six weeks after the course is finished, otherwise an "F" will automatically be recorded. For SAP purposes, an incomplete is calculated into the GPA like an "F," until the work is complete.

An incomplete should be given only if there is an acceptable documented reason for the incomplete work. Otherwise, incomplete work should be averaged in as a zero and grades reported to the Registrar's office.

NC- No Credit

NG- No Grade

Administrative Grades

W- Withdraw A student who withdrew from a course after the drop/add period, but during the "drop without academic penalty period."

WP -Withdraw Passing. A student withdrawing from a course after the "drop without academic penalty period" receives a "WP," which indicates that the student has withdrawn with a passing grade at the time of withdrawal.

WF - Withdraw Failing. A student withdrawing from a course after the "drop without academic penalty period" receives a "WF," which indicates that the student has withdrawn with a failing grade at the time of withdrawal.

AU- Audit

*- Repeated Course (non-calculated)

^- Repeated Course (calculated)

Grading Procedure

Faculty members submit grades that are ready for the Office of the Registrar through the student information system. The grades will be retrieved by the Office of the Registrar from the faculty portal, which will automatically populate the student's final letter grade in the student information system.

A suggested grade distribution:

A - Very good (top 10%)

B - Above average (next 25%)

C - Average (middle 40%)

D - Below average (next lower 20%)

F - Failure (lowest 5%)

Independent/Directed Study: Policy and Academic Guidelines

Policy and Academic Guidelines

1. Students should submit a formal request to the EVPAA. The form may be obtained from the Registrar's Office. The request should include a valid, detailed rationale for needing the directed study.
2. The Dean, the Professor who will conduct the directed study, and the EVPAA must approve the student to conduct the study. A professor must be willing and able to conduct the directed study.
3. The student will be notified in a timely fashion.
4. All directed studies should be with the professor that normally teaches the course. Exceptions will be made on an individual basis, considering the availability of faculty members.
5. All students must officially register for all directed studies prior to beginning a course. This should be done at pre-registration or during the normal registration process at the beginning of the fall or spring semesters. The directed study should be completed by the last day of the final exam period of the semester in which the course is registered. Summer courses must be registered for at the beginning of the first summer session and must be completed by the last day of the last summer session. In extreme circumstances at the request of the student, one extension for six weeks may be granted. It is, however, at the discretion of the professor along with the other two committee members as to whether the extension should be granted.
6. Uncompleted courses will be given a grade of F.
7. Professors will have the work evaluated and a grade submitted to the Registrar's Office within a month from the completion deadline.
8. No more than one course per semester or two per summer may be taken by directed study.

9. At the beginning of the Senior year, if a student lacks more than six hours to graduate, directed study courses may not be used in order to complete graduation requirements.
10. Directed study will not be allowed in courses requiring peer evaluation and demonstrated abilities such as conducting music, teaching instruments, ear training, homiletics, teaching methods, student teaching, and foreign languages.

Academic Guidelines

1. The Professor must develop strategies that result in students demonstrating mastery of the same knowledge, skills, content, etc. that is expected of all students in the class.
2. The course objectives must be accomplished.
3. A syllabus must be prepared for all directed studies and filed with the EVPAA.

Course Development

Training is also available in either group or individual sessions. Faculty are welcome to request guest status in several established courses in order to observe a variety of techniques.

Student Records

In compliance with the **Family Educational Rights and Privacy Act of 1974**, no information from a student's records, in a personally identifiable form, will be conveyed to any other party, agency, or organization other than University officials, teachers, other schools to which the student may wish to transfer, or authorized federal agencies and authorized third parties and in connection with the application or receipt of financial aid, without first obtaining written consent of the student.

The student has the right of access to his/her academic record, correspondence between himself/herself and the University, and any other material where he/she has been directly involved in the procurement of said material.

The above relates to those students 18 years of age and older. Prior to that, this right is reserved for the parents of said student, which right is suspended once the student reaches his/her 18th birthday.

Syllabi

All Faculty members are required to prepare a syllabus for each course taught: fall, spring, summer, and online. The syllabus should utilize the institutional syllabus template available on the faculty portal.

A continuing evaluation of syllabi is made by the Administration. It is important that these documents reflect the true purpose of the course and the objectives in student related

behavioral terms. The course should be conducted in accordance with that which has been stated.

Textbook And Course Procedure

Carolina University's policy on textbooks is to allow wide latitude of choice to the professor. A textbook and/or set of notes should be required in each class. The preference is that a textbook should be required in every class, not just a set of notes. Some exceptions such as internships are acceptable.

Classroom Procedures

Absence From Class

Any faculty member anticipating absence from the classroom should report such absence to the Dean and Registrar. In case of an emergency, teachers should immediately contact the Registrar. All substitute instructors for the classroom **must** meet the appropriate approval of the EVPAA or Dean.

Faculty members are encouraged to attend professional meetings when such meetings are available. As funds become available, the University will assist in payment for professional meetings. Requests for assistance should be submitted to the appropriate Dean who will seek approval for the expenditure through the EVPAA and Chief Financial Officer

Class Cancellations and Classroom Relocation

Professors should use caution in the cancellation of classes and avoid that practice if at all possible. In any case the EVPAA (or Administrative Assistant), Dean and Registrar must be notified in advance.

Professors are assigned to classrooms based on a certain rationale and availability of space. At no time should a professor move his/her class to another classroom. If it becomes necessary to move a class because of logistical issues such as a crowded room, this should be handled with the Registrar. In any case the Academic Affairs and Registrar's Office must be notified. The change must be appropriately noted.

In both scenarios, guests and prospective students visit classes, and it is essential to know where classes are located. An Administrative Assistant along with the Registrar's Office attempt to coordinate classroom usage.

Classroom Decorum

A Faculty member has a responsibility to maintain the proper class atmosphere. This means that in addition to making an interesting, meaningful presentation to the students, each Faculty member will be supportive of all other members of the Carolina University family, including University Administration, Deans of Students, the Maintenance crew, and all chapel speakers. Criticism in the classroom does not edify either the teacher or the students.

Talking, inattention, or other incorrect conduct in the classroom should not be tolerated. Teachers are under obligation to correct such abuses for the sake of those in the class who are there for serious study. The teacher has the right to dismiss any offender from class and count the offender absent from that class. Repeat offenders should be reported to the Executive VP for Academic Affairs.

Classroom Devotions

Since our University gives emphasis to the spiritual, class sessions may be opened with prayer to help prepare hearts to receive the instructions to follow. Classroom devotions are at the discretion of the Instructor.

Classroom Protocol

It is expected in the academic environment that certain courtesies will be observed.

- Classrooms that are rearranged for certain activities should be returned to normal.
- Equipment should not be removed from class. If you remove something in an emergency, please return it immediately at the end of class.
- Once a projector bulb needs replacing, immediately submit a technology email request to techhelp@carolinau.edu.
- Do not extend your class until it extends into the next class.

Guest Lecturers and Schedule Variations

It should be understood that any outside speakers in the classroom must be invited only after due consideration. Any outside speakers likely to be controversial should be cleared through the office of the Executive VP of Academic Affairs. It is also expected that each teacher will make the best use of class time and that any deviation from using the full schedule will be cleared with the EVPAA.

Appendices

Committee Appointments: Please see committee appointments listed on CU intraweb. Assignments may be amended from time to time.

All Policies and Procedures referenced hereinbefore are available on the University website and via the University Administration.