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Part I - INTRODUCTION

A. Purpose of the Concord University Faculty Handbook

The purpose of the Concord University Faculty Handbook is to provide information concerning appointments, salaries, fringe benefits, privileges, duties and responsibilities of the faculty, and other matters of faculty interest at Concord University. In addition to the "Constitution of the Faculty of Concord University," appropriate regulations of the West Virginia Higher Education Policy Commission, the Concord University Board of Governors, and academic and administrative policies of the university are included or referenced. Faculty are strongly encouraged to maintain awareness of current West Virginia Higher Education Policy Commission rules and policies that are available at wvhepcnew.wvnet.edu.

B. Organization of the Concord University Faculty Handbook

The Concord University Faculty Handbook is organized into four parts.

Part I - Introduction

Part II - The Constitution of the Faculty

Part III - Concord University Rules and Policies

Part IV - Organizational Structure, University Services, and Benefits
Part II - THE CONSTITUTION OF THE FACULTY

The Faculty and Faculty Senate

The membership, functions, responsibilities, and prerogatives of the Faculty and Faculty Senate are defined in the "Constitution of the Faculty of Concord University," which follows:

Preamble

The Faculty of Concord University, as the agency responsible for academic matters and the maintenance of high professional standards among its members, adopts the following plan for the government of the faculty to facilitate the effective operation of the university in keeping with its stated purposes. The faculty recognizes the West Virginia Higher Education Policy Commission and the Concord University Board of Governors as the ultimate authority under law in these matters.

Article I. Name

The name of this organization is the Faculty of Concord University hereinafter referred to as “faculty.”

Article II. Membership

Faculty members include all persons appointed by the West Virginia Higher Education Policy Commission and the Concord University Board of Governors to teaching positions, including persons holding appointments with tenure currently serving the university in non-teaching capacity, professional librarians, the President and the Vice President and Academic Dean. Non-teaching classified and non-classified employees are not considered faculty. Professors emeriti are non-voting members of the faculty and may attend meetings and participate in the discussions of all matters.

Article III. Functions and Responsibilities

Section 1. Faculty
The faculty conducts plenary meetings at stated intervals. It recommends the standards of admission to, and conditions of graduation from, the university. The faculty, in cooperation with the Vice President and Academic Dean, is responsible for the conduct of its instructional, research, and service programs. Either as a body, or through the Faculty Senate, it recommends courses of study, makes periodic reviews of the existing curriculum, and recommends changes in accordance with the current policies of the West Virginia Higher Education Policy Commission to meet the changing needs of the student body.

In disapproving a faculty recommendation, the President gives written notification to the faculty of his objections within 10 days of receipt of a written copy of the recommendation from
the Secretary of the Faculty. Failure of the President to provide written notification to the Secretary of the Faculty will be construed as approval of the recommendation and a willingness of the President to enact said recommendation in the form that it was provided.

Section 2. Departmental or Divisional Chair

A departmental or divisional chair is a faculty member who accepts the responsibility and authority of administering the instructional program of his department or division in cooperation with the Academic Dean. In consultation with the Division’s or Department’s faculty members and appropriate administrative officers, the chair recommends the employment, advancement, and dismissal of staff; informs the public of the work of the academic unit; and encourages the professional growth and development of the staff.

The term of office of a divisional or departmental chair is three years. Should the office be vacated before the expiration of a term, the new chair (unless designated as acting) shall serve a full term. Candidates for the position will be selected by a majority vote of faculty members of the academic unit with a full-time appointment. Wherever possible, and definitely in the case of outside candidates, the faculty will select more than one name and present the ranked choices to the Academic Dean and through the Dean to the President for their consideration, and approval or disapproval. Should either the Academic Dean or the President disapprove of the candidate(s) recommended by the faculty, he will explain his decision to the faculty unit and the selection process will be then reinstituted.

During the first week of February in the third year of a term of office, the incumbent chair will call the full-time members of the unit together to vote by secret ballot on the continuation of the incumbent for another three-year term. Should the incumbent not receive a majority vote in support of another term, the office will be declared vacant at the end of the contractual period of the incumbent chair, and the academic unit will inform the Academic Dean of the impending vacancy in the role of chair.

Two weeks after notifying the Academic Dean, the academic unit will proceed with the process of filling the role of chair. Within this two-week period, either the administration or the faculty involved, in consultation with one another, may decide it is necessary or desirable to fill the role of chair from outside the university. In that event, the procedure for hiring a faculty member to serve in the role of chair will be the same procedure as used in hiring any other faculty member with both the faculty and the administration recognizing the unique dual nature of the chair's position.

At any time during a chair's term, should one-third of the faculty of a department or division with a full-time appointment feel that the current chair no longer properly represents the best interests of the academic unit, they will inform the chair and the Academic Dean of their intent to call a meeting of the faculty with a full-time appointment, with the exception of the chair, for taking a vote of confidence in the chair. If a majority of the faculty recommends to the Academic Dean, through a vote of no confidence, the removal of the current chair, their recommendation will be accepted and implemented, and the position will be declared vacant at the end of the annual contractual period. The procedure of selecting a new chair will then be
initiated. Should it be too late in the academic year to complete the procedure, it may be necessary to select an acting chair until the procedure can be completed.

Any chair may call for a vote of confidence at any time. The President may remove a faculty member from the position of chair for administrative reasons with detailed written justification of the reasons for removal presented to the Division or Department.

Section 3. Administrative Officers
The functions and responsibilities of administrative officers, viewed as officers of the university rather than as members of the faculty as defined in Article II of this constitution, are those determined by the West Virginia Higher Education Policy Commission and the Concord University Board of Governors and described in the Policies and Procedures Handbook for Twelve-Month Employees.

Article IV. Officers

A Faculty Senate President, Vice President, Secretary and Parliamentarian are the officers of the Faculty and are elected by the faculty annually. Their term of office is from July 1 following their election through June 30 of the next year.

The President of the Faculty presides at faculty and faculty Senate meetings.

In the absence of the President, the Vice President presides. The Vice President will be responsible for maintaining a current Faculty Handbook. The Vice President will conduct an annual review of the Faculty Handbook and provide a detailed list of recommended changes to the faculty no later than seven days prior to the February faculty meeting.

The Secretary of the Faculty maintains adequate minutes and publishes them for distribution to each member of the faculty. A complete file of the minutes of the faculty meetings will be kept on the University website. The Secretary will send written copies of any Senate actions or resolutions to the University President and the Vice President and Academic Dean within five (5) of approval by the Senate.

The Parliamentarian advises the President on questions of order.
Article V. Meetings

Section 1. Calling Meetings
Unless circumstances require a change of date, the faculty's four regular meetings are as follows: (1) September, second Thursday; (2) November, second Thursday; (3) February, first Thursday; and (4) April, last Thursday.

The President of the faculty or the President of the University may call other meetings of the faculty. The faculty may secure a special meeting by presenting to the Faculty President a petition signed by twenty percent of its membership. The Faculty President will call a meeting at the regular faculty meeting time not less than two nor more than ten days from the receipt of such a petition.

Section 2. Quorum
The presence of one-third of the faculty, excluding members on leaves of absence or professors emeriti, is required to constitute a quorum for the transaction of business at any meeting.

Section 3. Rules of Order
The rules of parliamentary procedure as found in Robert's Rules of Order govern meetings of the faculty in all cases to which they are applicable and in which they are not inconsistent with this constitution.

Section 4. Proposal Submission
The presiding officer and the Secretary prepare an agenda for faculty meetings and publish it in advance for the information of all members.

To submit a proposal or motion to the faculty for consideration or for action, any faculty member may place such proposal or motion on the agenda by delivering it in writing to the President of the Faculty no later than seventy-two hours before a regular faculty meeting, or twenty-four hours preceding special meetings. Any other proposal or motion which reaches the floor should be handed in writing to the Secretary in the form in which it is to appear in the minutes.

Section 5. Authority of vote
Decisions of the faculty arrived at by vote in a meeting of the faculty are binding, and all members are required to adhere to the spirit and intent of such decisions.

Section 6. Attendance
Persons associated with the university and invited guests from outside the university are welcome at faculty meetings as visitor observers unless the faculty votes to go into closed session.
Section 7. Nomination of Candidates
An ad hoc nominating committee, consisting of six members of the faculty, one from each academic division, shall be elected by the faculty at its February meeting. It shall prepare a list of consenting nominees for faculty offices and for positions on committees and councils requiring faculty representation and shall present this list to the Secretary of the Faculty by noon of the Tuesday preceding the April meeting. The faculty may nominate additional candidates from the floor.

Article VI. Faculty Senate

The Faculty Senate of Concord University is an elected body through which the faculty expresses its concern for the welfare of the university and the university community, develops and disseminates ideas for university improvement, stimulates communication, contributes to the formation of general university policy, and performs those duties and functions especially allocated to or assumed by the faculty, subject to the limitations imposed by the laws of the State of West Virginia and rules of the Board of Governors of Concord University, and subject to the review of the parent body, the Faculty of Concord University.

Section 1. Nature, Authority, Responsibility, and Duties

A. The Senate shall be the delegate assembly of the faculty through which the faculty shall normally exercise its powers.

B. The Senate shall work toward the orderly development of the educational programs and policies of the university; facilitate communication and cooperation between officers of the administration and the university faculty; promote the continued improvement of higher education in the State of West Virginia; and strive to procure the best conditions possible for faculty instruction and research.

C. The Senate shall have the power to review, consider, and recommend to the President of the University, policies pertaining to the general welfare of the university community.

D. The Faculty Senate shall do whatever lies within its power to maintain free communication between the faculty and the administration. Any member of the faculty may submit agenda items to the Senate. The Senate shall consider questions referred to it by the President of the University.

E. The Senate shall have the power to establish ad hoc and standing committees; to establish rules, membership, and procedures for its committees; and to review, approve, or disapprove the actions of the committees under its jurisdiction.

F. Nothing in this article shall be construed as prohibiting consultation at all levels with student, faculty, and administrative organizations.

G. Any faculty member can request a review of any Senate action at a regular general faculty meeting, or a special meeting called pursuant to the provisions of Article V, Section 1.
Section 2. Membership, Elections, and Officers

A. Membership. The membership of the Senate consists of the President, Vice President, Secretary, and Parliamentarian of the Faculty, and thirteen others elected from the following constituencies:

Six (6) representatives, one from each academic division (two-year terms).

One (1) representative from the Educational Personnel Preparation Advisory Committee (one-year term).

The faculty representative to the Concord University Board of Governors.

Five (5) representatives elected from the general faculty (three-year terms).

All representatives will be elected during April of the year in which the term of the current representative of that constituency expires.

B. Election of members shall be in conformity with Article VIII of the Faculty Constitution.

C. A representative may be recalled and replaced at any time by the appropriate constituency at a scheduled meeting of that constituency. A majority of the members of the constituency must vote for the recall for it to be valid.

D. The term of office for all representatives is from July 1 following their election through June 30 of the year in which their term expires. In the event a member is unable to assume or complete his duties or is recalled, a special election shall be held by the appropriate constituency within ten (10) working days or by the general faculty at the first regularly scheduled faculty meeting after the vacancy occurs. The elected individual will complete the unexpired term.

E. The officers of the Senate shall be the President, Vice President, Secretary, and Parliamentarian of the Faculty.

Section 3. Meetings and Procedures

A. The Senate shall meet regularly the second and fourth Monday of each month of the academic school year. Meetings shall be conducted according to Robert’s Rules of Order, except where such rules conflict with the Faculty Constitution, and except that the President of the Faculty participates in discussions under the same restrictions as other members and participates in all votes.

B. Special meetings of the Senate may be called by the President of the Faculty or upon written request to the President by one-half of the voting membership of the Senate.
C. Senate meetings are open to all members of the faculty. Faculty members may participate in Senate discussions upon recognition by the President.

D. Persons other than faculty ordinarily may attend all Senate meetings and may participate in discussions upon invitation by the Senate. The Senate may vote to close any meeting to all persons not members of the voting faculty of Concord University.

E. A majority of the members of the Senate shall constitute a quorum. In all cases in which a voice vote is not unanimous, a roll call shall be taken and the vote or abstention of each senator recorded in the minutes.

F. Members of the Senate are entitled to delegate their responsibilities to another member of the constituency that elected them. A proxy shall be recognized only if a senator notifies the Secretary of the name of the proxy before the scheduled Senate meeting.

G. All actions of the Senate which recommend policy decisions or revisions will be submitted in writing by the secretary of the Faculty to the Office of the Vice President and Academic Dean for approval or disapproval. Other actions, such as resolutions expressing the sentiment of the Senate, need not be so submitted.

The Vice President and Academic Dean will notify the Senate of his/her approval or disapproval within 10 days of receipt of notification of a Senate action. In cases of disapproval, the Vice President and Academic Dean shall provide a written explanation of the reasons for disapproval. Failure of the Vice President and Academic Dean to provide written notification to the faculty will be construed as approval of the recommendation and a willingness of the Vice President and Academic Dean to enact said recommendation in the form that it was provided.

If the recommendation requires Presidential approval, the Vice President and Academic Dean will forward the recommendation to the President within 10 days of receipt of notification of a Senate action. In turn, the President will notify the Senate of his/her approval or disapproval within 10 days of receipt. In cases of disapproval, the President shall provide a written explanation of the reasons for disapproval. Failure of the President to provide written notification to the faculty will be construed as approval of the recommendation and a willingness of President to enact said recommendation in the form that it was provided.

H. Within ten days following a meeting, the Senate shall distribute its minutes to the members of the faculty.

Section 4. Committees and Councils of the Senate
All committees and councils of the university serve in an advisory capacity to the Senate upon request of the Senate.
Article VII. Standing Committees and Elected Representatives

Section 1. Budget Committee
The Budget Committee consists of three elected members serving overlapping three-year terms. It serves as the faculty's body of experts on the university budget and faculty compensation (including fringe benefits), advising the faculty and representing the faculty in discussion with the university administration.

Section 2. Educational Personnel Preparation Advisory Committee
Serves as an advisory committee to the Director of Teacher Education on matters related to the development and review of all programs and policies for the preparation for licensure of educational personnel within the institution. It also advises affected academic departments and divisions on needed modifications for compliance with West Virginia Board of Education regulations on teacher education. Membership is defined by WVDE Policy 5100 and will include: (1) the Director of Teacher Education; (2) one representative elected by each academic unit which prepares teachers--art, biological sciences, business and economics, health and physical education, languages and literature, mathematics, music, chemistry, social sciences, and general science; (3) seven representatives from the Department of Education--the Coordinator of Clinical Experiences, a representative of educational psychology, and one each from the following programs: early education, elementary education, middle childhood education, adolescent education, and special education; (4) four public school persons (1 elementary teacher, 1 elementary principal, 1 secondary teacher, and 1 secondary principal) appointed by the Director of Teacher Education; (5) two students (1 elementary and 1 secondary) recommended the Division of Education; (6) the Registrar; (7) the Vice President and Academic Dean; (8) the Associate Dean; (9) two community representatives appointed by the Director of Teacher Education; and (10) a WVDE liaison who will be a non-voting member.

The committee will elect a chair, secretary, and a representative to the Faculty Senate, each of whom shall serve for a period of two years. Elections will take place at the last meeting of the academic year in which the term of office expires.

All recommendations will be made to the Director of Teacher Education. Meetings are held as needed during the academic year, with at least one meeting held each semester. The chair will call special meetings upon petition of ten members of the Educational Personnel Preparation Advisor Committee, or upon request of the Faculty Senate. All meetings of the Educational Personnel Preparation Advisory Committee are open.

All recommendations which warrant the consideration of the Faculty Senate will be presented to the Vice President and Academic Dean and the Faculty Senate by the Director of Teacher Education.

Section 3. Academic Policy Committee
The committee shall be composed of 11 members. Five members shall be faculty members elected at large from the general faculty for staggered, two-year terms. Six members shall be appointed by the Vice President and Academic Dean in consultation with the President of the Faculty, also for staggered, two-year terms.
The Academic Policy Committee shall make recommendations to the Faculty Senate. Agenda items may be assigned by the Faculty Senate or by the Vice President and Academic Dean.

A senator shall be appointed as liaison between the committee and the Faculty Senate.

**Section 4. Administrative Policies and Procedures Committee**
The APPC considers issues, proposals and policies that arise between administration and the employees of Concord University. The committee shall be composed of 11 members. Two faculty members shall be elected by the general faculty for staggered, two-year terms. Five administrative members, consisting of at least two classified staff and two non-classified staff shall be appointed by the President and another four faculty members shall be chosen by the Vice President and Academic Dean in consultation with the President of the Faculty. These members shall also serve staggered, two-year terms.

The Administrative Policies and Procedures Committee will make recommendations to the Vice President and Academic Dean and report its recommendations to the Faculty Senate. When appropriate, the committee or the Vice President and Academic Dean may ask the Faculty Senate to act on a recommendation. The Senate may choose to make an agenda item of any recommendation reported.

A senator shall be appointed as liaison between the committee and the Faculty Senate.

**Section 5. Faculty Development Committee**
The committee shall be composed of seven faculty members serving staggered, three-year terms. Three members shall be elected at large by the general faculty, one each year. Three shall be appointed by the Vice President and Academic Dean, one each year. The committee chair shall be chosen by the Vice President and Academic Dean in consultation with the President of the Faculty. The Vice President for Development shall serve as an ex officio member.

The Faculty Development Committee evaluates proposals and requests for faculty development resources. Budget and allocation categories shall be determined by consultation between the Vice President and Academic Dean and the Committee. Recommendations regarding allocation of funds shall be made by the Committee to the Vice President and Academic Dean. Denials of requests must be accompanied by written justification. The committee and Vice President and Academic Dean shall submit an annual report of its activities and disbursements to the Faculty Senate. “Temporary,” “part-time,” and “adjunct” faculty members are not eligible for faculty development support.

A senator shall be appointed as liaison between the committee and the Faculty Senate.

**Section 6. Student Affairs Committee**
The committee shall include 11 members. Three faculty members shall be elected at large for two-year terms. Four students shall be elected by the Student Government Association for
one-year terms. Also included will be representatives from housing, career development, student center operations, and athletics.

The Student Affairs Committee will make recommendations to the Director of Student Affairs and report its recommendations to the Faculty Senate. Agenda items may be assigned by the Faculty Senate or by the Director of Student Affairs.

A senator shall be appointed as liaison between the committee and the Faculty Senate.

Section 7. Academic Affairs Executive Council
The Academic Affairs Executive Council consists of the Division Chairs, the Associate Dean, the Assistant Dean, the Director of the Library and Media Services, the Registrar, the Director of Student Support Services, and the Director of the Upward Bound Program. This council functions under the leadership and direction of the Vice President and Academic Dean and is concerned with both academic and administrative matters.

Section 8. Elected Faculty Representatives

1. Faculty Representative and Alternate to the Advisory Council of Faculty

This representative serves as a representative of the faculty of Concord University on the Advisory Council of Faculty. The representative, and alternate, are elected and serve under the following conditions and guidelines:

   a. Qualifications for candidacy

      The candidate must be a member of the faculty.

      The candidate must hold the rank of instructor or above.

   b. Method of nomination and election

      Nomination and election will take place at the April faculty meeting, and will follow the procedures governing election for other faculty offices as set down in Article VIII of the Concord Faculty Constitution.

   c. Duties

      The faculty representative shall report directly to the faculty on the meetings and activities of the Advisory Council of Faculty (ACF). If the representative is unable to attend a meeting of the ACF, the alternate will attend in his/her place and report to the faculty.

   d. Term and conditions of office
(1) This representative and the alternate are elected for two-year terms.

(2) Repeated inability to attend meetings of the ACF or other dereliction of duty, such as failure to communicate adequately with the faculty or to represent the faculty fairly, shall be a matter of consideration by the faculty which may declare, at its discretion, the office vacant by a majority vote, and proceed with the election of a new representative to fill the unexpired term.

(3) The representative and alternate may succeed themselves no more than four terms.

(4) The term of office shall begin on July 1 of year elected.

2. Faculty Representative and Alternate to the University Board of Governors

The representative, and alternate, are elected and serve under the following conditions and guidelines:

a. Qualifications for candidacy

(1) The candidate must be a full-time member of the faculty.

(2) The candidate must hold the rank of instructor or above.

b. Method of nomination and election

Nomination and election will take place at the April faculty meeting, and will follow the procedures governing election for other faculty offices as set down in Article VIII of the Concord Faculty Constitution.

c. Term and conditions of office

(1) The term of office shall be for two years, and the representative and alternate may succeed themselves no more than four consecutive terms.

(2) A vacancy in an unexpired term shall be filled by the alternate representative. A new representative shall be selected within thirty days of the occurrence thereof, and in the same manner as the original election.

(3) Repeated inability to attend meetings of the Board of Governors or other dereliction of duty, such as failure to communicate adequately with the faculty or to represent the faculty fairly, shall be a matter of consideration by the faculty which may declare, at its discretion, the office vacant by a majority vote of the full faculty, and proceed with the election of a new representative to fill the unexpired term.
The term of office shall begin on July 1 of year elected.

Alternate representative

The alternate representative will attend a meeting of the Board of Governors and report to the faculty when the representative is unable to attend, has resigned, or the position has been declared vacant as described in part c(3) above. The alternate representative will serve until a new representative is elected by the faculty.

Article VIII. Elections

Section 1. Time and Manner of Elections

Regular elections shall be by majority vote by secret or absentee ballot at the fourth regular meeting of each year with terms of office beginning July 1 of the year elected. Other elections shall be by majority vote by secret or absentee ballot and at appropriate times. Nominations may be made from the floor for any election.

Section 2. Absentee Ballots

Members of the faculty who have teaching or other university assignments, or are unable to attend the meeting at which an election is to be held due to attendance at a meeting or an academic conference, may vote in the faculty elections by absentee ballot. The eligibility of each specific “university assignment” as grounds for absentee voting will be determined by the Vice President and Academic Dean.

Eligible faculty may pick up absentee paper ballots from the Secretary of the Faculty after noon on two days preceding the meeting. The paper ballot must be placed in a signed, sealed envelope and returned to the Secretary prior to the meeting.

In addition, eligible faculty may vote electronically. The specific electronic voting procedures that are used should protect the confidentiality of the voters. Any known limits to confidentiality due to the electronic procedure will be specified in writing along with the electronic ballot to the voters.

Article IX. Amendment Procedure

This constitution may be amended at any regular meeting of the faculty by a two-thirds vote or a vote of the majority of all voting faculty, provided that the amendment has been submitted in writing at the previous regular meeting. Amendments that are duly adopted shall take effect upon their approval by the Concord University Board of Governors, or at such time as the Board of Governors shall specify.
Part III - Concord University Policies

The Concord University faculty has primary responsibility for insuring that the university realizes its mission and goals. To meet this responsibility, the faculty engages in a number of activities related to: A) teaching, B) student development, C) university operations and governance, D) professional growth and development, and E) community relations and service.

Part III of the Faculty Handbook contains:

1. University policies on these matters, and
2. Links and text regarding relevant HEPC and Board of Governors policies, which is identified by being enclosed in square brackets.

Amendments to the university policies (i.e. all material not enclosed in square brackets) contained in this section may be made at any regular meeting of the faculty by a two-thirds vote or a vote of the majority of all voting faculty, provided that the amendment has been submitted in writing at the previous regular meeting. Amendments to policies which are duly adopted shall take effect upon their approval by the Concord University Board of Governors, or at such other time as the Board of Governors shall specify.

Amendments to material in this section enclosed in square brackets may be made by majority vote at any regularly scheduled meeting of the Concord Faculty Senate, and shall take effect immediately.

A. Teaching Responsibilities

As a scholar responsible for the education of Concord's students, each faculty member is expected to accord first priority to instructional matters. No other commitment or activity may be permitted to take precedence over this responsibility or interfere with its realization. Other policies related to various aspects of classroom instruction are outlined below.
Curriculum and Course Content
Faculty members are recruited, in large part, for their professional expertise in the subject areas of instruction at the university. It is assumed that each has the necessary knowledge of his or her field to design an appropriate curriculum and to determine appropriate subject content for each course in the curriculum in consultation with others in the same field. In keeping with this assumption, responsibility for curriculum development and design, for course content, and for the educational integrity and quality thereof, resides with the faculty of each discipline.

Assessment of Student Academic Achievement
Faculty are involved in defining expected student learning outcomes and creating the strategies to determine whether those outcomes are achieved. In addition, faculty and administrators of the university routinely review the effectiveness and uses of the university's program to assess student learning.

Course Materials, Methods, and Activities
Each course offered at the university is designed to accomplish specific educational objectives. It is accepted that those responsible for instruction in a given course are best able to decide how to accomplish the objectives of that course. Therefore, the selection of course materials, instructional methods, and classroom activities is left to the judgment and discretion of the classroom instructor. The only limitation to this principle is a general prohibition against partisan or factional causes that are considered to be illegitimate objectives of any course at Concord University. Additionally, instructors are expected to refrain from diverting excessive amounts of classroom time to discussions unrelated to the subject being taught.

Statements of Course Requirements and Policies
The instructor is required by university policies to distribute during the first two weeks of the semester a written statement of course requirements and policies to the students enrolled in each course. Items to be covered in the statement may include, but need not be restricted to, course description, course objectives, grading and attendance policies, and guidelines on classroom conduct.

Faculty Classroom Conduct
The manner and conduct of the instructor in the classroom is left to his or her own style within the bounds of reasonable good taste and effective communications. Instructors are expected to avoid unequal or unfair treatment of students.

Class Attendance by the Instructor
Each university course meets a specified number of times during the semester on a predetermined schedule. As a general rule, the instructor is expected to adhere to the published schedule by meeting the class at each of its scheduled times for the appropriate period of time, especially on the margin of the holidays. The instructor should make every reasonable effort to prevent a significant reduction in the learning opportunity of the students. If it is necessary to be away from the class, the instructor must arrange with the chairperson for an appropriate substitution or work assignment. Classes shall not be suspended without the permission of the chairperson.
Student Classroom Conduct
The instructor is responsible for maintaining a learning atmosphere in the classroom and may establish special rules of student classroom conduct for this purpose. These rules should be made clear to the students at the beginning of each course.

In classrooms, laboratories, and in any other activities which are part of course requirements, students are expected to observe reasonable rules of conduct. Questions and discussions in class on the subject matter of a course will be accepted by any Concord instructor as a proper part of a university course, limited only by allotted time. Students also are encouraged to consult instructors individually, when necessary, either about the subject matter of the course or about their work in the course.

Disruptive behavior in the classroom will not be tolerated. If student conduct makes it difficult to continue the class satisfactorily, the instructor may warn the student of this fact. If objectionable conduct continues, the instructor may dismiss the student from the course with written notification of this action to the division and department chairs and Vice President and Academic Dean. Any appeal from such decision must be made to these persons. A student dismissed from a class for disruptive behavior will receive a grade of "F" and may not subsequently withdraw from the class. The forgiveness rule is not applicable for grades received as a result of disruptive behavior.

Student Dress and Appearance. Student dress and appearance in the classroom are not subject to instructor control. Exceptions in this area are necessary dress for special activity courses, for safety considerations, or for public contacts that are part of the course, and appearance that is disruptive to the conduct of the class.

Dress and appearance are not proper considerations in grading course work, aside from the exceptional cases noted above. When dress and appearance will be a grading consideration, students must be so informed.

In all cases of dismissal from class because of dress or appearance, the burden of justification for such action is on the instructor. The instructor must notify the division and department chairs and the Vice President and Academic Dean of any such action.

Student Attendance Policies
Class attendance policy is a matter of judgment of the instructor of each course. Attention to attendance in freshman-level courses is especially urged since this year is crucial.

Regular class attendance is a general part of the academic obligation at Concord. Irregular attendance affects academic performance and is detrimental to the atmosphere of the class.

The instructor has considerable discretion with regard to attendance. Illness or other compelling reasons occasionally may make it necessary for a student to be absent from class. When a student cannot attend a class or laboratory, each instructor involved must be notified by the student as soon as practical, and appropriate explanations offered. The student must take the initiative in providing adequate explanations. Instructors are encouraged to be flexible and fair concerning classroom policies, especially attendance and the make-up of missed work during times of serious illness, the death of an immediate family member, or similar crisis. If in
doubt concerning the appropriateness of your classroom policy, consult with your Chairperson or the Academic Dean.

Absence from class for university approved functions poses a special problem. Any absence means that a learning situation has been missed and to a greater or lesser extent, that experience can never be made up. The lost learning experience may result in reduced performance on exams or in other testing situations. In choosing to participate in university activities, students should carefully consider the possible impact of the absence on their grades and their academic standing in the class. However, the university does not wish to prohibit student participation in approved activities. Therefore, instructors are required to excuse the absence if the student has notified the instructor and arranged for any compensating work prior to the absence. The student must find out from the instructor how far in advance of the absence such notification and arrangements must be made. NOTE: Printed lists are for instructors’ information only. Such a list does not alter the student's responsibilities.

The instructor may wish to officially notify a student of the consequences of further irregular or non-attendance. In such a case, the name of the student should be sent to the Office of Student Support Services along with any information that the instructor wishes to have communicated to the student. The Student Support Services office will send the appropriate notification including a request that the student contact the instructor.

A student in irregular or non-attendance for which the instructor does not receive satisfactory explanation may be dropped from that course if this possibility was stated in the instructor's course disclosure. The instructor may attempt to warn the student of this possibility via e-mail, a letter, by a phone conversation, in person, or through the Office of Student Support Services (see preceding paragraph). The instructor should provide written notification to the department or division chair, the Vice President and Academic Dean and the Registrar of any student so dropped. The grade recorded in cases of dismissal for irregular or non-attendance before the final drop date is a "W" and after that date is an "F."

When a student is withdrawn in this manner from all of his or her courses, he or she is no longer classified as a student, and therefore, is not eligible to reside in the residence halls or to receive financial aid.

If a student does not attend the first meeting of a class for which there is a waiting list, that student may be dropped from the class.

The university is required to report the names of veterans who have accumulated excessive absences to the Veterans Administration. The campus Veterans Representative, in the Financial Aid Office, periodically checks on the academic progress of veterans through the Registrar's Office.

**Weather Policy-Snow**

As a general policy, the university will remain in normal operation during adverse weather, such as snow. If weather conditions warrant the President to call for the inclement weather schedule, the announcement will be made over local radio and television stations in the Bluefield and Beckley area. If the inclement weather schedule is implemented, the following class schedule will be in effect. Both students and faculty have an obligation to make every
safe effort to attend their classes. Students are expected to initiate arrangements for making up work missed.

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Individual instructors will establish Inclement Weather meeting times if a class does not meet at one of the regular times noted above.

In Inclement Weather situations, Final Exams will begin two hours later than the regularly scheduled starting time.

**Academic Dishonesty**

Academic dishonesty, including the giving or receiving of improper help on examinations or assignments, falsifying records, and plagiarism (the act of stealing and using, as one's own, the ideas or the expression of the ideas of another), is morally unacceptable as well as destructive of the learning and teaching atmosphere. Such dishonesty can lead to a variety of penalties, among which is dismissal from the university. Academic dishonesty will be penalized by instructors according to the degree of dishonesty they judge is involved.

Any recommendation by the instructor beyond an "F" in the course must be submitted to the Vice President and Academic Dean for transmittal to the appropriate university official who will initiate judicial procedure.

When a student's course grade is affected by academic dishonesty, the grade is reported to the Vice President and Academic Dean who notifies the Registrar's Office. Course grades affected by academic dishonesty do not enjoy the privilege of the forgiveness rule or dropping the course with the grade of "W."

**Referrals for Remedial Work**

The instructor may conclude that a student is not performing adequately in the course due to a lack of basic skills in written and oral communications. In such instances, the instructor should report the case to the Chair of the Department of Languages and Literature who, in turn, may require additional work of that student. Remedial assistance in reading and mathematical skills is also available to students on a voluntary basis from the Office of Student Support Services and the Department of Mathematics respectively.
Identification of Potential Drop-Outs
Concord University is strongly committed to the retention and eventual graduation of its students. Special efforts are made to identify potential drop-outs and to contact those individuals for possible assistance or counseling. Classroom instructors play a major role in this effort since they are the ones most likely to see early signs of problems that may lead to attrition. Instructors are asked to report cases of excessive absenteeism to the Office of Student Support Services and to submit a list of all students whose mid-semester grade averages are less than a "C" to this same office. Instructors are also encouraged to refer individual students in academic difficulty to the above office at any time during the semester. In addition to its academic and personal counseling services which may help the student improve his or her performance, the Office of Student Support Services also administers a tutoring program for qualified students.

Final Examinations
A final examination schedule is prepared and issued by the Office of the Vice President and Academic Dean. Any examination for which such schedule does not provide, or any departure from it, must be approved by the Vice President and Academic Dean on the request of the instructor made through the departmental or divisional chairs. For evening classes, final examinations may be given either in the last class meeting or in an arranged extra period, as provided in the final examination schedule. Instructors should keep all final test papers of students until the end of the subsequent semester.

Grade Reporting
Every faculty member is responsible for arriving at a grade for each student in his or her courses and must use the letters indicated in the current catalogue. Each faculty member may use his or her own numerical equivalent, if appropriate, for the letter grades recorded. The instructor should explain to the students the particular basis for arriving at a semester grade and should be willing to review with any student the performance which led to the grade received.

Instructors will report to the Registrar's Office all students receiving a "D" or "F" at mid-semester.

In accordance with Higher Education Policy Commission policy, student grades will not be posted by name. Where some numbering system can be devised that protects individual student identity, grade posting is permitted. Care must be exercised to prevent individual student grades from being disclosed to other persons. Although faculty members, at their discretion, may release final course grades to students, all official notification will be issued from the Registrar's Office.

Deadlines for turning in final grade reports, which are announced through the Office of the Vice President and Academic Dean, must be observed. The production of individual student grade reports cannot begin until all course reports have been submitted to the Registrar. It is expected, therefore, that all members of the faculty will meet the time specified for submitting grade reports.

If an instructor believes that a grade reported by him or her to the Registrar should be changed because of an error in calculation, or for some other legitimate reason (going beyond
the effect of the grade upon the student), the instructor shall present his or her chair with a written request stating the reason for the change. The chair will forward the request to the Vice President and Academic Dean together with his or her recommendations and comments. The Vice President and Academic Dean will review the request, in consultation with the instructor and the chair if necessary, and inform them of his decision. If approved, the Vice President and Academic Dean will send the approved change of grade request to the Registrar’s Office where it will be recorded on the student’s official transcript. Any pertinent documents should be placed in the student’s record folder. The Vice President and Academic Dean will send a copy of the approval to the instructor who will notify the student.

Since a grade given in a course reflects the student’s performance in that course alone, and therefore, has its own integrity, the Registrar normally does not permit a faculty member to check the overall record of a particular student unless he or she is an advisor to that student or has some understandable reason for consulting the student's record folder.

Copies of each instructor’s grade sheets are sent to the division chair at the close of the semester. The grade distribution for each division is sent to the proper chair, for each semester, together with the total university grade distribution by the Vice President and Academic Dean.

Faculty members terminating employment at the university or who will be away from the campus for an extended period following any semester or summer term, must leave with their chair their gradebooks, or copies thereof, containing grades for their courses in the last semester (or summer term) taught at Concord. (See also the section in this handbook concerning departing obligations of faculty.)

Military Call-Up Policy

In the event of a military call-up for a student, full tuition is to be refunded. Room and board should be pro-rated and refunded accordingly. A mandatory withdrawal from classes should be enacted if the call-up occurs prior to mid-term. It will be optional to the student to withdraw or request an incomplete in the course should the call-up occur after mid-term.

Challenges to Grades

A student has a right to complain if he or she thinks a grade was unfair because it was given on other than academic grounds, not legitimate and pertinent to an academic situation: for example, if the grade was given because of prejudice (sexual, racial, political, cultural, etc.). When such a complaint is made, the obligation of demonstrating the validity of the case falls upon the person making the complaint. The faculty member, as academic decision maker, is assumed innocent unless a case is made demonstrating the inappropriateness of the grade.

A student complaint should be made first to the faculty member involved. If the issue is not resolved in a satisfactory manner, the complaint may be brought to the division chair with whatever argumentation and evidence are available. The complaint must be registered soon enough to allow completion of the appeal procedure no later than one regular semester after the grade was given. The student should allow each appeal level two weeks to study the situation. If the chair deems it merits consideration, he or she may look into the situation, consult with the faculty member and with any other appropriate sources. If the chair feels a persuasive case has been made, he or she can make a recommendation to the faculty
member concerning the grade. If the case is not persuasive, the chair should reject the student appeal.

If the student is dissatisfied by the disposition of the appeal on this level, an appeal may be made to the Vice President and Academic Dean. On receipt, the Vice President and Academic Dean will send the appeal to a faculty committee consisting of one faculty member elected from each division and the Chief Justice of the Student Hearing Board. It should be clearly understood that the purpose of this committee is to evaluate the validity of the student’s claim that the grade was not given on academic grounds. It is not the purpose of this committee to evaluate academic standards, or in any way intrude on the autonomy of the instructor in defining the academic content or procedures of his or her course. This committee will receive the complaint and hold an initial meeting to determine if there appears to be sufficient merit in the accusation to warrant holding full hearings. If the decision is negative, the appeal is rejected. If the decision is affirmative, the student is then invited to present the case to the committee, using argumentation, evidence, witnesses, etc. in a reasonable procedure. The burden of making the case falls upon the student. The committee will, as a matter of course, consult with and question the faculty member, who has a right to attend the proceedings and respond to the accusations. Colleagues in the discipline should be consulted concerning academic questions, should they arise.

After suitable hearings, during which the committee does its best to evaluate the case presented to it, pursuing any additional evidence or information it regards as necessary and pertinent, the committee shall come to a finding by majority vote. Should the committee find that a majority has not been persuaded of the impropriety of the grade, the student appeal is rejected and the Vice President and Academic Dean is so notified. The Vice President and Academic Dean will then inform the student. Should a majority of the committee be persuaded that the student has shown the grade to be improperly given (not on the basis of legitimate academic factors) then the committee will, after consultation with the appropriate faculty members, make a recommendation to the Vice President and Academic Dean as to the appropriate grade. If the Vice President and Academic Dean concurs with the committee’s recommendation for a grade change, he will transmit the new grade to the Office of the Registrar and will notify all parties concerned.

Student Appeals
The appropriate course of student appeals on matters other than grade challenges, after discussion with the instructor, is to the chair of the department or division, to the Vice President and Academic Dean, and if necessary, to the President.

Prior to any investigation of such a student appeal by the Vice President and Academic Dean, the VPAD will determine if the appeal contains allegations which, if substantiated, could result in adverse personnel action against the faculty member whose alleged actions gave rise to the appeal. If adverse action is determined to be a possibility, the VPAD will notify the faculty member of the appeal and give the faculty member copies of any documents pertaining to the allegation. The VPAD will also notify the student who has brought the appeal that his/her confidentiality cannot be protected in this matter.

When the appeal is resolved, the VPAD, in consultation with the Director of Personnel, will determine how long the records of the appeal need to be kept to satisfy legal requirements.
B. Student Development

Professional contact with the student outside of the classroom is regarded as a second major obligation of the Concord University faculty. The primary purpose and function of this contact is to extend and complement the classroom teaching activities of the faculty in order to maximize the overall educational development of Concord's students.

Accessibility to Students

Faculty members are expected to make themselves accessible to students outside of the classroom. This requires that they be available in their offices on some regular schedule and that they announce and adhere to specific periods during which students may conveniently consult with them. Office hours should be at least five hours each week, distributed so that most students can find at least one period during which the instructor is available to them in his or her office. In addition, faculty members are expected to be present and readily available to students during scheduled advising and registration periods.

Advising of Students

Academic advising of students at Concord is done through the faculty. Upon enrollment in their first semester of courses, all students will select or be assigned a Faculty advisor. When students choose their major field of concentration, the faculty advisor must come from within the respective academic discipline. All students must declare a major and choose an in-major advisor after they have achieved 60 hours of coursework. Those who remain undeclared after 60 hours of coursework will have a hold placed on their account, restricting registration until a major & an advisor are chosen.

No student may register for courses without consulting his or her advisor. For registration directly through the registrar’s office, advisor consultation is indicated by the advisor’s signature on the trial schedule. For on-line registration, advisor consultation is indicated through the provision of a PIN which allows a student to access to the registration website. Signatures and PINs will only be given from the listed advisor based on departmental/divisional procedures and policies or, in special circumstances, from authorized members of the registrar’s office. The registrar’s office will contact advisors whenever they provide PINs or signatures.

The advisors in the major field may stress the advisability of particular choices, or additional courses in preparation for graduate school, but they may not enforce any academic requirements beyond or above those stated in the Concord University Catalogue. If a student insists on scheduling courses other than those advised by his or her advisor, particularly with reference to the courses required in the Program of General Studies or the major, the advisor should sign the schedule only after making a notation of the advice given the student. This deviation from the faculty member’s advice should be recorded in the student’s file.

When a member of the faculty has questions concerning the number or identity of
advisees assigned to him or her, he or she should contact his division or department chair. Questions concerning advising procedures should be taken to the Office of the Associate Dean.

The role of academic advisor is not limited to course selection assistance and interpretation of major and general studies requirements. The advisor is the student's primary "official" contact point with the university, and is assumed by the student to be knowledgeable about all aspects of university operations and organization. Consequently, questions concerning university rules, regulations, procedures, and practices are frequently brought to the advisor. The answers to most such questions can be found in this Faculty Handbook, the Concord University Catalogue, or the Student Handbook distributed by the Office of Student Affairs. Students are expected to be familiar with the university catalogue and Student Handbook. However, for maximum effectiveness in advising, faculty members should be familiar with all three publications and the policies and procedures outlined therein.

Academic advisors will receive a list of their advisees who are on academic probation. Advisors need to be aware that students who are on academic probation cannot enroll for over 13 semester hours without approved academic exception. NOTE: See Concord University Catalogue, Student Hour Load. Also Academic Probation.

Student Retention
Academic advisors also play a vital role in the retention of students who might otherwise withdraw from school due to poor academic performance, lack of clear-cut educational or vocational goals, or personal problems that may lead to a loss of interest in the completion of their educational programs. Advisors will receive a mid-semester grade report for each advisee whose mid-term grade in any course is below a "C." In addition, advisors will meet with most advisees at least once each semester during the pre-registration period. Concerned students may also visit their advisors on their own initiative. Through these sources, advisors will be made aware of existing or potential problems and should be prepared to discuss them with the student, particularly those related to classroom performance, and to refer them to other sources of advice and assistance as appropriate.

Referrals for Tutoring
Students in academic difficulty may need or desire tutorial assistance for one or more of the courses in which they are enrolled. Such students should be referred to the Office of Student Support Services which operates a tutoring program for qualified students.

Student Counseling. Personal and vocational counseling of students is not viewed as a faculty responsibility equivalent to that of academic advising. Advisors are encouraged to share with students whatever knowledge or insights they may have gained in any area, but their primary responsibility is to become familiar with the counseling services available elsewhere on campus and refer students to these, as appropriate. At present, students may receive personal and vocational counseling and other related services from the Counseling Center and the Office of Student Support Services.
Job Placement Referrals
The Career Development and Placement Office provides assistance in resume construction and will advise students in a variety of matters related to the search for employment.

Academic Exceptions
From time to time, students may request that they be excused from compliance with a regulation in effect at the university. Any such exception to the academic regulations which apply to students at Concord University, including course requirements for a particular degree, must be requested in writing and approved by the Vice President and Academic Dean.

The appropriate routing for the academic exception will be determined by the Vice President and Academic Dean. In all but a few cases, the academic advisor's signature and recommendation will be required. In such instances, it will be the responsibility of the advisor to verify the accuracy of all information provided on the form. Recommendations for approval are not to be made unless the information is accurate and complete and the request is substantially justified. Only compelling circumstances should be considered to merit approval.

Social Occasions and Contacts
Student social organizations and groups sometimes extend invitations to faculty members for particular occasions. Response to such invitations is encouraged, particularly when the students are making a conscious effort to establish meaningful exchange with the faculty outside the classrooms.

Student events such as dances or picnics are required to be chaperoned. Faculty members are asked to chaperone such functions when it is personally convenient.

Campus Activities
Faculty interest in the cultural events on campus is an important stimulus to student interest. Support of these events is encouraged by attendance, and by discussions with students both before and after the events.

C. University Operation and Governance

The responsibility of the faculty to participate in the operation and governance of the university has been recognized in past practices and in formal resolutions made by the faculty of Concord University, meeting as a plenary body, and by the Faculty Senate, its delegate policy-making body. On April 20, 1978, the faculty passed the following resolution which was accepted by the President of the university: "While recognizing the legal and professional authority and responsibility of the university President, the faculty of the university as a normally accepted professional function, shares responsibility in the ongoing process of initiating, reviewing, and implementing the academic functions of the university, including such matters as academic programs, academic curriculum, and academic standards; recruitment, evaluation, and termination of faculty; promotion, tenure, and salary recommendations; and so forth."

The mechanisms for the fulfillment of the above responsibility are several. The body primarily responsible for most faculty actions with university-wide implications is the "Faculty
of Concord University," acting as a plenary body. Many of the policy-making responsibilities of this organization have been delegated to the Faculty Senate, a representative body whose actions are subject to full-faculty review. In addition, the faculty and the administration have established a number of committees and councils charged with the responsibility for overseeing specific university activities or policies. Responsibilities related to the internal operations, requirements, and policies of individual academic divisions are handled by the appropriate divisions and those related to individual departments or disciplines are carried out by the faculty of those departments or divisions. Finally, faculty members serve on two outside bodies that determine or substantially influence university operations or governance.

Divisions, Departments, Programs and Disciplines

The primary educational units of the university are the academic divisions, departments, programs, and disciplines. The faculty, serving within these academic units, are responsible for many of the ongoing operational activities of the university.

The Academic Divisions

The academic division, composed of departments, programs and disciplines, normally acts as a unit in some matters. It determines policies and procedures related to the operation of that division and to the division-wide implementation of many university policies and functions within the division. Since the policies and procedures may relate to almost any aspect of divisional or university operations for which the faculty are responsible, no attempt will be made to enumerate all of the possibilities here. Some examples are: the conduct of searches to fill faculty positions (including selecting search committees and evaluating candidates); the evaluation of probationary faculty, consideration of faculty for promotion and tenure, and evaluation of divisional chairs, the handling of independent study and honors courses, and the processing of academic exceptions within the division.

The division also acts as a unit to establish academic requirements applicable to the degrees or curricula offered within the division or to the students who enroll therein. For example, some require grade point averages higher than that required by the university as a whole, for graduation with the degrees offered in that particular division. Some specify a particular grade point or class standing for admission to its programs. Others require a particular course or set of courses in addition to those required by an individual discipline, department, or program within the division. Most specify the courses that will be accepted for general studies credit by that division.

In addition to establishing internal policies, procedures, and requirements, the division carries out a number of activities or functions related to various aspects of university operations, administration, and governance. It selects and evaluates divisional chairs, evaluates faculty and processes academic exceptions. It also elects faculty representatives to committees and to the Faculty Senate and provides input on matters related to administrative policy or any other matter brought to it for its consideration.

Departments, Programs, and Disciplines

The departments, programs, and disciplines have primary responsibility for matters that relate specifically to that academic unit. Like the academic divisions, they establish policies and procedures related to the operation of the unit. They also select and evaluate departmental or
program administrators. They recruit new and part-time faculty and evaluate them as appropriate. They provide input to the division on matters of promotion and tenure for their members and on other matters of divisional concern. In addition, they elect representatives to various divisional committees as appropriate.

The primary responsibility of the departments, programs, and disciplines is to develop, offer, and oversee their respective educational programs at the university. It is assumed that the faculty responsible for a given subject field are best equipped to determine appropriate curriculum and other requirements for those studying in the field. Hence, program makeup, grade point requirements, course sequencing, textbook selection, and other related matters are the responsibility of the appropriate academic unit. The departments, programs, and disciplines are also responsible for the acquisition of library materials to support their educational activities.

Individual Faculty Members
The foregoing discussion may seem to imply that responsibility for university operations and governance rests only with the organized academic units and the faculty as a body. Under current university policy, however, faculty members are responsible as individuals for participation in the operation and governance of the university. This individual responsibility was recognized in a Faculty Senate resolution adopted on January 21, 1980, which follows:

In addition to the specific classroom and student obligations, and other responsibilities noted in the Faculty Handbook, the faculty have an on-going responsibility to participate, to a reasonable extent, in committee work, governance work, divisional and departmental meetings, etc., that are required for the functioning of the university as an academic community of professionals.

While these obligations do not require regimentation of the faculty, one expects them to be reasonably fulfilled. Divisions may set additional guidelines and standards appropriate to the needs of the unit. A faculty member is evaluated by his colleagues, his chair, and the Dean of the Faculty. As the chair of a department or division has the responsibility and the authority to direct the instruction program, to recommend personnel decisions, and to encourage the professional growth and development of his staff, (Constitution of the Faculty of Concord University, Article III, Section 2), he has the authority to include these obligations and responsibilities in his evaluation and recommendations.

In addition, the university has, in the past, taken specific note of some other faculty obligations. These include: (1) participating in committee assignments and other service, (2) attending convocations and commencement, (3) avoiding political activities that interfere with the academic work of the university, (4) supporting the university in its efforts to maintain a safe environment at the university, (5) observing parking policies and regulations, and (6) attending to departing obligations.

Membership on committees of the university, either by election to the permanent committees or appointment to ad hoc committees established by the President of the Faculty, is a service to the faculty as well as to the institution. Occasionally, individual faculty members may be asked to perform special services appropriate to their interests and talents. Effort will be made not to burden anyone by the size or frequency of such requests. When any member
of the faculty finds it inconvenient to respond positively to requests for committee assignments or other services, he or she should make the reasons known. If a faculty member questions his or her obligation to serve in a particular capacity, the matter should be discussed with the division chair, or the Vice President and Academic Dean.

Members of the faculty are expected to appear in academic attire at the commencement exercises and at any special university convocation which the President feels warrants academic attire. The expense of rental or purchase of such attire are made through the University Bookstore.

Requests to be absent from the commencement exercises must be made to the Vice President and Academic Dean.

The order of march for such occasions is based upon years of service from the date of written acceptance of employment.

It is the policy of Concord University that political activities may not interfere with or interrupt the main academic work of the institution. In particular, this applies to the disruption of academic schedules, activities, or endeavors by any member of the Concord University community who is attempting to advance partisan or factional political causes on or off the campus. This policy does not prevent the suspension of class schedules, however, for the appearances on campus of major political figures when such appearances are considered to have sufficient general educational value so as to override the associated political aspects.

In an election year, special care must be exercised to observe Board regulations regarding remaining "non-partisan." University equipment, supplies, and secretarial services must not be used to promote the candidacy of any individual or to request support for any political party. It is perfectly proper for students and faculty, as individuals or through appropriate organizations, to become involved in political affairs; therefore, recognized university organizations (such as Young Democrats and Young Republicans) may use university facilities and may sponsor open meetings on the campus.

Likewise, university equipment, supplies, and services must not be used to promote private organizations (churches, civic organizations, and so forth).

The university expects everyone in the university community to support its efforts to provide a safe, orderly, and healthful environment. Such support is required for maximum safety and security. Therefore, the university will not tolerate any act which interferes in any way with its efforts to provide for the general safety of the university community.

The university will exercise appropriate disciplinary measures, including civil/criminal prosecution against anyone who intentionally endangers life or property, anyone who deliberately creates a false emergency, or anyone who renders inoperative any fire alarm system or safety equipment. The university will apply the same measures to anyone who interferes with or fails to cooperate with university personnel, or with public safety personnel during the process of dealing with any emergency.

Attention to parking regulations is viewed as a part of the general obligation of faculty
employment. Faculty members intending to use their automobiles on campus must purchase numbered parking stickers. Designated parking areas have been set aside for faculty and staff use.

Faculty terminating employment at Concord must leave with their chair or other officer of the university the following items:

a. Gradebooks, or copies, containing grades for their courses must be left with their chair.

b. All keys to university offices and buildings must be returned to the Business Manager’s secretary.

c. Student advising files and materials should be left with the divisional secretary.

d. A forwarding address must be left with the Vice President and Academic Dean’s secretary.

e. Arrangements must be made to take care of any incomplete grades.

f. Divisional or departmental equipment must be returned to the appropriate office.

Departing faculty members are reminded that obligations to the following offices must be cleared:

1. The Library and Media Services

2. The University Center

3. The Bookstore

4. The Physical Plant and Security Office

The completion of these requirements is necessary, and delivery of the final salary check will await their fulfillment. Official transcripts filed in the Vice President and Academic Dean's Office will be returned, upon request, to the faculty member.

**D. Professional Growth and Development**

The importance of faculty growth and development has been recognized in a number of statements, policies, and practices at Concord University. In its statement of January 21, 1980 regarding faculty responsibility, the Faculty Senate recognizes the authority of divisional chairs to evaluate faculty on their professional growth and development, among other things. In addition, both Concord University and the Board of Governors policies on promotion and tenure identify professional growth and development as one criterion for consideration.

It is the policy and practice of the university to assist faculty members in their
professional growth and development. This assistance takes the form of financial aid and other support for scholarly research, professional travel, and sabbatical leaves. The university also grants non-sabbatical leaves of absence for graduate education, research, and other professional activities in selected cases.

**Library and Publication Support**
The facilities and resources of the Concord University Library, including its inter-library loan program, are available to faculty members engaged in scholarly research. In addition, the copying machines in the university print shop may be used by faculty and staff members who are writing theses, dissertations, and research papers for publication. The only charge for the use of the print shop equipment is that which is necessary to cover actual university costs as determined by the Business Manager.

The procedures required for obtaining and utilizing this service are outlined in Part IV of this handbook.

**Professional Travel**
Travel for professional instruction and professional contact is encouraged within the limits set by class obligations and the amount appropriated and budgeted for travel. When a faculty member represents the university at a meeting or other activity judged to be on behalf of the institution, full expenses are reimbursed in the categories permitted by state regulations. Professional travel, such as attendance at regional or national association meetings, which benefits the faculty member primarily, and through him the university, may be assisted with partial reimbursement to the extent that funds are available.

The university will also provide state vehicles for transportation, subject to availability. In the event that a vehicle is not available for an approved trip, the university will pay mileage for travel by private automobile at the current state reimbursement rate for mileage.

**Sabbatical Leaves**
The university believes that the educational process is substantially benefited when veteran members of the faculty are released from their institutional duties for a period to pursue educational and professional interests. The mechanism for this released time is the faculty sabbatical program. The university grants a limited number of such sabbaticals each year to be used for professional growth, development, and renewal by faculty members who have taught at Concord University for at least seven years. Under this program, faculty may receive full salary while on leave for one semester. Incidental expenses up to $1,000 per faculty member are also normally covered. Details of the application procedures and other requirements are provided in Part IV of this handbook.

**Leaves of Absence**
Concord University is not authorized to grant sabbatical leaves or to extend financial assistance to members with less than six years of service. Nor can it grant more than a limited number of sabbaticals to those who do qualify. However, the university does wish to encourage all of its faculty members to pursue terminal degrees, if needed, or to engage in other professional growth activities and to return after these activities are carried out. Consequently, requests for leaves of absence are considered and, where justified, approved. Approval of such requests obligates the university to reappoint the individual at the end of the year of leave and to give the individual at least the same consideration in regard to salary as if
employment had continued.

E. Community Relations and Service

Many opportunities exist for community relations and service activities. For example, depending upon specific interests, faculty members may join and participate in community service and civic organizations or participate in community service projects. They may participate in local art or theatre groups or other cultural organizations. In any such cases, their involvement will help create a positive public attitude toward the university.

Faculty members also frequently have the opportunity to use their knowledge and skills in service to the community. Their colleagues in the public schools often need and will welcome information, advice, or assistance related to the faculty member's professional field. Faculty members are also frequently asked to speak to public school classes or groups or to civic organizations. Opportunities also exist for individual faculty to serve on advisory boards or boards of governors, or to serve as consultants and resource persons for local businesses or organizations. Opportunities in this latter area are discussed more fully in Part V of this handbook. Faculty members may also organize and conduct campus community workshops for businesses and organizations in need of such services.

any of the faculty responsibilities and privileges discussed in the preceding section, as well as other matters not yet touched upon, are based upon or substantially shaped by policy statements emanating from the West Virginia Higher Education Policy Commission (HEPC). The HEPC document which most directly affects the Concord University faculty is Title 133 Procedural Rule Series 9, effective January 10, 2004. Title 133 addresses the topics listed above, plus others of direct interest to the faculty.

Some of the policies articulated by the HEPC Title 133 require direct application, as stated, at Concord University. Others require no elaboration at the college level. However, most take the form of broad guidelines which allow for or necessitate the development of Concord University policies related to their application. Part IV of this handbook references HEPC policy on each matter, followed by that of the university, where such exists.

Those sections of Title 133 that address qualifications and criteria for appointments, rank, promotion, tenure, and compensation are, for the most part, statements of minimum requirements only. In addition to its obligation to conform to the prescribed minimums, which are stated later in this section, Concord's policies and practices related to each of the above matters are guided by the following assumptions:

1. A graduate degree should represent an intense academic and professional experience that serves as the foundation for expert familiarity with all aspects of an individual's area of specialization.

2. The doctorate degree has become a standard requirement for teaching of the kind expected at Concord University. It is an important factor, therefore, in considerations of appointment, promotion to the two highest ranks, and in consideration of tenure. Equivalent experience may be considered in some fields, but the scope for such consideration is narrowing. Usually, when an instructor is hired without the doctorate in his field, it must be assumed, both by the university and the individual, that this is a temporary condition to be
removed before the opportunities of tenure and promotion can be promised.

3. The quality of graduate preparation is of first importance in the faculty of an institution. However, broad representation in the graduate study and in the professional experience of the faculty is also advantageous to the students they teach. Concord benefits from having persons whose experience and perspective have been shaped by different graduate schools and different geographic areas.

4. Scholarly interest and activity are indispensable to good university teaching.

5. Scholarly interest and ability must be accompanied by evidence of interest in communicating the subject to students. There should be evidence of positive response from all of the academic levels of students in the university.

6. It is not possible for any individual or group within the faculty to define entirely for themselves the courses, students, or requirements with which they will work.
[Policies Related to Faculty Employment, Promotion and Tenure]

A. Academic Freedom

For HEPC guidelines on Academic Freedom see Title 133; P.R. Series 9; Section 2.
Concord University Policy

Concord University respects the freedom of its faculty members to search for the truth and to express their findings in publication, in public, outside the classroom, and inside the classroom as that truth pertains to the material at hand. As is true of any citizen, the faculty member retains the right to speak his or her views in areas in which he or she is not expert as well as in his or her chosen field. At the same time, a teacher should not, for his or her own polemical purposes, divert classroom time to discussions that bear no relation to the subject being taught, or, for ulterior reasons, introduce into the classroom controversial matters unrelated to the course.

Faculty members should make clear when they are speaking as a citizen or a member of the community, and when they are speaking on behalf of the university.

In subscribing to academic freedom, the university also recognizes that "In a society created and socially supported institution such as a college or university there can be no such thing as complete freedom of expression in word and act. The basic limitations upon freedom arise out of the universally accepted beliefs and mores of society, such as truthfulness, decency, moral integrity, loyalty, and the cannons of good taste. These may be assumed as binding upon all college instructors as upon other good citizens." (Revised Manual of Accrediting, North Central Association of Colleges and Secondary Schools, Faculty Section, page 8 paragraph c.)

B. Appointment of Faculty

For HEPC guidelines on Appointment of Faculty see Title 133; P.R. Series 9; Section 3.

Concord University Policy

At the direction of the Board, as well as to insure the full weight of teaching experience in Concord appointments, the equivalence of "professional experience" in substitution for college teaching years is viewed conservatively. Part-time college teaching work as a graduate assistant, or teaching below the college level, specifically, are excluded by Board regulations from the computation of minimum periods of college teaching, although these may be viewed as assets in the overall record. Except in appointments directly related to teacher training, it is not the policy of Concord to employ persons from the public schools with graduate study in professional educational rather than an academic specialty.

Notices of Appointments, Contracts, and Modifications of Contracts
All notices of appointments, including both original and revised notices of appointment are signed and mailed by the President. The President also signs and mails notices of all Board of Governors actions on changes in employment status. This includes changes of assignment, transfers, terminations, resignations, promotions, and tenure.

C. Faculty: Ranks and Definitions

General HEPC guidelines on faculty ranks and definitions are outlined in Title 133; P.R. Series 9; Section 3. Sections 3.2 and 3.3 discuss classifications and ranks for tenured and tenure-track faculty. Sections 3.11 and 3.12 discuss titles for non-tenure-track faculty and guidelines for their appointment.

D. Faculty: Types and Conditions of Appointment

For HEPC guidelines on Faculty: Types and Conditions of Appointment see Title 133; P.R. Series 9; Section 4.

E. Notifications of Terms and Conditions of Faculty Appointments

For HEPC guidelines on Notifications of Terms and Conditions of Faculty Appointments see Title 133; P.R. Series 9; Section 17.

F. Joint Appointments

For HEPC guidelines on Joint Appointments see Title 133; P.R. Series 9; Section 5.

G. Tenure and Promotion Policy.

General HEPC guidelines on Tenure and Promotion are outlined in Title 133; P.R. Series 9. Ultimate authority regarding the application of guidelines and criteria relating to tenure shall rest with Concord University, as outlined in the policy below, which supplements the policy of the HEPC.

Tenure and academic freedom are interrelated concepts in academe. Tenure is not only a reward for excellent service to the academic institution, it is also useful in preserving the right to dissent and the existence of alternative points of view on the institutional level. To these ends, we endorse the concepts defined in the 1940 Statement of Principles on Academic Freedom and Tenure by the American Association of University Professors, including the following:
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.

We also endorse the rights and privileges of tenured faculty as affirmed by the University of Michigan Senate Assembly in 1994:

We believe the privileges of tenure include:

1. Continued employment until voluntary retirement or resignation.

2. Economic security that (i) cannot be compromised based on scholarship or teaching that falls within the limits of academic freedom, and that (ii) includes
   A. An adequate salary that is not reduced during the term of employment except for adequate cause and after fair procedure; and
   B. Adequate benefits the value of which is not reduced during the term of employment except for adequate cause and after fair procedures.

3. Continued institutional support for our teaching and scholarship, including, at a minimum, reasonable and equitable teaching assignments in line with fair criteria and procedures (preferably in writing), as well as adequate classroom, library, and laboratory and office facilities. Academic freedom is endangered if faculty members risk losing this support because of the ideas they teach and write about.

4. Continued involvement in the academic mission of the University and the unit in which the faculty member serves, including participation in faculty decisions on hiring and promotion, teaching, curriculum, etc.

**Concord University Policy**

This policy provides minimum expectations regarding tenure and promotion. Some academic divisions, departments, programs, and disciplines may provide written supplemental criteria that are more detailed than the general criteria presented herein, although they should not be less rigorous. Whereas recommendations regarding promotion will be based upon the academic achievements of the candidate, recommendations regarding tenure will also consider the potential for continuing growth as a scholar and teacher. Such achievements and potential will be evaluated with respect to: (1) excellence in teaching, (2) scholarship and creative activity, and (3) scholarly service to the academic community and society. A tenure recommendation involves extensive review of a candidate’s cumulative accomplishments throughout his or her academic career. As such, tenure indicates that the Concord academic community judges that the candidate will continue to make significant contributions to the
university over the remaining course of the faculty member’s career.

**Criteria for Evaluation of Promotion and Tenure**

Faculty will be evaluated on the basis of multiple criteria, and utilize multiple tools, including: (1) a comprehensive self-evaluation, (2) peer review of teaching, and (3) administrative and peer review of portfolio materials.

**Excellence in Teaching.** Teaching is recognized as the most important activity at Concord University. Criteria that can be used to document excellence in teaching extend beyond teaching performance in the classroom, and incorporate extended instructional activities. Examples include: (1) the development of teaching innovations and course or laboratory materials; (2) advising and mentoring of students outside the classroom; (3) professional contributions to the scholarship of college and university teaching and learning; (4) mentoring undergraduate or graduate research; (5) participation in workshops or conferences designed to enhance college and university teaching; (6) curriculum reform, refinement, and/or course development; (7) interpretation of student perceptions of teaching; (8) other more specific criteria as formally defined in division, department, and disciplinary plans.

**Scholarship and Creative Activity.** Scholarly interest and activity is indispensable to good university teaching, and should be accompanied by evidence that scholarship is conveyed to students. Individual professional growth and development is viewed as a responsibility of the faculty at Concord University. Such growth and development is vital to effective teaching and to the effective functioning of faculty members in their roles as scholars and professionals. Reading current literature in the discipline, conducting research, exhibiting and performing, generating new knowledge, publishing, attending and participating in professional meetings, and exchanging ideas with colleagues both on campus and in the wider professional community are part of the scholarly life expected of those retained to teach university students. Members of the faculty are also encouraged to maintain memberships in at least one professional association appropriate to their discipline, which can provide access to literature, information, and contacts with others of similar interest over a wide area. The forms of scholarship vary among disciplines, but most will present new knowledge, insights, or creative activities for peer review in the discipline. Individual divisions, departments, and disciplines may provide more specific criteria; however, it is important that all faculty demonstrate that they are engaged within the scholarly discourse of their field as a professional academic.

**Service.** Concord faculty are expected to be engaged in service to the university community, the broader academic community, and the people of West Virginia. University service obligations for all faculty include attendance at convocations and commencements, and supporting the university in its efforts to maintain a safe environment. Faculty are encouraged to attend meetings of the general faculty and academic divisions. The extent of additional service involvement will vary; first-year faculty will not usually be required to participate in university committees, and the overall weighting of service will remain lower for faculty prior to tenure. Examples of university service include (1) supervision of learning facilities (e.g., labs, studios), (2) participation in university and divisional/departmental committees, (3) assistance to other areas of the institution (e.g., admissions), or (4) contributions to program or institutional assessment or accreditation. Service can also extend to include scholarly activities that benefit the community, the campus, or professional societies. Examples include
(1) use of faculty disciplinary knowledge and skills in service to the community or professional societies, (2) educational outreach, (3) service on boards or community organizations and committees, or (4) service as consultants and resource persons for local businesses, government, schools, or organizations.

**Tenure**

As the HEPC policy states, tenure is not granted automatically with the passage of the minimum time. The decision to award tenure should be guided by collegial judgment of the candidate’s likelihood to continue to make important contributions with respect to teaching, scholarly and creative activities, and service, as well as their past performance. Candidates considered for tenure should be considered on their potential to improve and strengthen Concord University throughout the remainder of their academic career. Candidates for tenure must therefore:

1. Demonstrate ability and commitment to teaching and related instructional activities;
2. Demonstrate that they are actively and routinely engaged in the scholarly discourse of their field;
3. Demonstrate commitment to service.

In the case of assistant professors, tenure should not be awarded without a positive recommendation for promotion to associate professor at Concord. Tenure will not be awarded to candidates without a doctorate or a terminal degree appropriate to the discipline served.

**Expectations of Probationary Tenure-track Faculty.** Probationary faculty on the tenure track should progressively demonstrate how their work contributes to the improvement and strengthening of Concord University. This work will be compiled and documented in the annual portfolio; suggestions on development of this document are provided in a subsequent section in this policy on “The Portfolio”. The following expectations provide a framework for progressive development on the tenure track:

1. The ability and commitment to teaching and related instructional activities implies that the candidate will successfully demonstrate a transition from graduate student to an independent university teacher. Candidates should demonstrate the motivation and capacity to develop course materials and successfully teach, mentor, and advise students, such that student learning can be accomplished. Candidates should provide information in their annual portfolio that describes and documents activities related to teaching, including how their work contributes to improving Concord University.

2. Probationary faculty should demonstrate that they are actively and routinely engaged in the scholarly discourse of their field on an annual basis. The candidate should demonstrate a clear transition from graduate student to independent scholar, by engaging in professional activities that are appropriate to the academic discipline in which they are appointed. Candidates should provide information in their annual portfolio that describes and documents scholarly and creative activities in which they have been involved, so that they may be judged on the basis of their ability to remain professionally active after tenure.

3. Probationary faculty should demonstrate a commitment to service, although as
outlined in the section on Criteria, such activity may be modest for probationary faculty. Candidates should provide information in their annual portfolio that describes and documents service activities in which they have been involved.

**Tenure-track Status and Probationary Evaluation**

The chain of review and recommendation for the annual evaluation of probationary, tenure-track faculty is as follows:

1. Divisional Personnel Committee to department chair (where they exist)
2. Department chair to division chair
3. Division chair to Vice President and Academic Dean
4. Vice President and Academic Dean to President

Step 3 should be completed prior to March 15.

At each point in the reviewing process, a report explaining the recommendation will be sent to the committee or person(s) at the next level of review, with a copy of the report given to the candidate.

Faculty appointed to a probationary tenure-track position must apply for tenure no later than their sixth year of full-time probationary service. Under most circumstances, this decision will be made in the sixth year of service at Concord. During the tenure-track period, faculty members may be granted a tenured appointment before the sixth year of service only if they have provided exceptional evidence that their teaching, research, and service is of the highest quality. However, tenure decisions are best made after careful analysis of the candidate’s record over the extended six-year period of time allowed by this policy. In all cases, a tenure decision requires evidence of a candidate’s ability and willingness to improve the quality of Concord through teaching, scholarship and creative activities, and service.

Before completing the final year (“critical year”) of a tenure-track appointment, any non-tenured faculty member shall be given written notice of tenure, or offered a one-year written terminal contract of employment. During the tenure-track period, contracts will be issued on a year-to-year basis.

**Non-retention.** Under HEPC policy, notices of non-retention may be issued for any reason that is not arbitrary, capricious, or without factual basis. Any documented information relating to the decision for non-retention or dismissal shall be provided to the faculty member upon request. Concord policy provides that final decision regarding retention or non-retention be rendered by the president by May 15, which under HEPC policy would lead to the offer of renewal of appointment for an additional year but would not preclude further continuation after that additional year. Following receipt of a notice of non-retention, the faculty member may appeal such a decision by requesting a statement of reasons and then filing a grievance as provided under HEPC policy (Series 19, Section 15). The request for a statement of reasons shall be in writing and mailed to the president or designee within ten working days of receipt of the notice of non-retention. Dismissal for cause is treated separately from non-retention and can be found elsewhere in the Faculty Handbook and under HEPC Series 19, Section 12. Similarly, termination because of reduction or discontinuance of an existing program, or financial exigency is treated elsewhere in the Faculty Handbook and under HEPC Series 19,
Sections 13 and 14.

Promotion in Rank

Concord University recognizes the following minimum requirements for faculty ranks. Persons who do not have at least a master’s degree in field are not eligible for full-time faculty appointments at Concord.

1. **Lecturer** – A master’s degree is required for appointment to the rank of lecturer. Lecturers are not eligible for direct promotion to other ranks.
2. **Instructor** – A master’s degree is required for appointment at the rank of instructor. Instructors are not eligible for direct promotion to other ranks.
3. **Assistant Professor** – Requires a doctorate or a terminal degree appropriate to the discipline served. Under some circumstances, faculty may be appointed to the rank of Assistant Professor prior to finishing a terminal degree with the expectation that the degree will be completed by a pre-determined date no later than the end of the second year of the appointment. Failure to complete a terminal degree by the established deadline will result in a terminal contract for the subsequent academic year.
4. **Associate Professor** – Requires a doctorate or an earned terminal degree and at least six years of full-time college teaching experience at the rank of Assistant Professor or higher.
5. **Professor** – Requires a doctorate or an earned terminal degree and at least six years of full-time college teaching experience at the rank of Associate Professor or higher.

*Promotion from Assistant Professor to Associate Professor.* In addition to the minimum criteria listed for each academic rank, promotion to Associate Professor requires that candidates demonstrate continuing growth as teachers, scholars, and broadly, as members of the larger academic community. Promotion to Associate Professor is not directly linked to tenure, but tenure is linked to promotion; i.e., tenure will not be awarded to candidates that do not hold the rank of Associate Professor or higher, or who will not be simultaneously awarded tenure and promotion. Promotion is not awarded solely because of length of service.

*Promotion from Associate Professor to Professor.* A candidate for promotion to professor should demonstrate significant mastery of teaching, including proficient use of instructional methodologies and proven capability of addressing the division’s pedagogical expectations and needs. The candidate should also demonstrate effectiveness in peer mentoring and in providing a model of quality instruction. In the area of service, the candidate should have established a leadership role at the division, college, and community levels, including chairing committees and reflecting a positive attitude toward discharging duties in the service areas. In professional growth and development, the candidate should demonstrate that a continuation of the activities that led to earlier promotions still exists and that efforts to keep abreast of new developments in the candidate’s discipline are evident. The decision to promote a faculty member to Professor should primarily be based upon accomplishments since promotion to Associate Professor. Promotion is not awarded solely because of length of service.

Mechanics of Tenure and Promotion
The chain of review and recommendation for both tenure and promotion is as follows:

1. Divisional Personnel Committee to department chair (where they exist)
2. Department chair to division chair
3. Division chair to Vice President and Academic Dean
4. Vice President and Academic Dean to President

Step 3 should be completed prior to March 15.

At each point in the reviewing process, a report explaining the recommendation will be sent to the committee or person(s) at the next level of review, with a copy of the report given to the candidate.

**Notification of consideration for tenure.** Prior to the beginning of the sixth academic year of probationary service at Concord, a reminder of this fact is sent from the Office of the Vice President and Academic Dean to the faculty member’s divisional chair (and department chair where one exists), and to the candidate for tenure consideration.

**Application for tenure.** Following notification from the office of the VPAD, tenure-track faculty will automatically be considered for tenure during their sixth year of full-time, tenure-track service at Concord. A candidate seeking to apply for tenure prior to the sixth year of service at Concord initiates the process of consideration for tenure by submitting a letter of “intent to apply for tenure” to the Division Personnel Committee, the department chair (where they exist), and the division chair by October 1.

**Application for promotion.** The candidate initiates the process of consideration for promotion in rank by submitting a letter of “intent to apply for promotion” to the Division Personnel Committee, the department chair (where they exist), and the division chair by October 1. Candidates who will be considered for tenure during a given academic year will automatically be considered for promotion from assistant professor to associate professor in the same year if they do not already serve at the rank of associate professor or full professor. Therefore, they need not submit a separate letter of intent to apply for promotion.

**Retirement promotion.** The normal criteria established for academic promotion may be waived for a person in his or her last year of service, if he or she will have served ten or more years on the Concord faculty upon retirement. Faculty should apply for retirement promotion prior to December 15 of the academic year preceding retirement by submitting a letter of “intent to apply for retirement promotion” to the Division Personnel Committee, the department chair (where they exist), and the division chair. A recommendation, whether positive or negative, will be forwarded from the division chair to the Vice President and Academic Dean by February 1. The division chair recommendation should be accompanied by recommendations from the Personnel Committee and a department chair, if one exists. Candidates granted a retirement promotion will receive a promotion in rank for their last year of service.

**Division Personnel Committee**

The Division Personnel Committee to be elected by the division will be constituted in the following manner.
(1) The division will first decide on the size of the committee.
(2) There will be a minimum of four tenured members of the division on the committee.
   If a division has four or fewer tenured members, those tenured members willing to
   serve are automatically on the committee. If a division has more than four tenured
   members who are willing to serve, four must be elected before the election of full-
   time probationary members.
(3) One of the minimum of four members must be from the area of the same teaching
   responsibility as the person being evaluated by the committee, if there is such a
   person.
(4) In addition to the minimum of four members, a tenured faculty member from outside
   the division must be selected by the committee.
(5) When it is not possible to meet the membership requirements of #2 and #3 because
   of the lack of sufficient numbers of tenured members in that classification, then only
   full-time tenure-track members of the division will be selected to complete committee
   membership. The division chair, and department chairs where they exist, will not
   serve on the personnel committee.

The Portfolio

The portfolio is an outlet that allows probationary faculty and faculty seeking promotion to
document their work in a variety of ways. The portfolio is used to demonstrate their fulfillment
of expectations for probationary faculty as specified in a previous section of this policy. The
portfolio is a fundamental part of Concord’s evaluation process. It includes the candidate’s
annual self-evaluation, and artifacts that can be used to evaluate excellence in teaching,
scholarly and creative activities, and scholarly service to the academic community and society.
The portfolio should be limited to one three-ring binder clearly organized into the following
sections:

1. Annual self evaluation (limited to 6 pages)
2. Professional Activities Summary (include forms for all years of service at CU)
3. Curriculum vitae
4. Personnel evaluations (include evaluations for all years of probationary service at
   CU)
5. Student evaluations for the previous two years
6. Evidence of teaching effectiveness
7. Evidence of scholarly and creative activities
8. Evidence of service

The judicious inclusion of materials dated prior to the most recent year of service is
acceptable, but the portfolio should focus on providing data relevant to academic
accomplishments in the past year. Faculty applying for tenure and/or promotion may submit
as many as three binders, which should include all student evaluations since appointment at
Concord.

Sections 6-8 provide faculty an opportunity to define their teaching, scholarship, and service by
choosing representative artifacts to incorporate into the portfolio. As examples, evidence for
teaching effectiveness could include current course syllabi from the past year; evidence of
exemplary advising; teaching awards; a statement of teaching philosophy, goals, methods, and
strategies; or other evidence of commendable teaching and extended instructional activities,
including novel course materials, teaching software, and future plans for development.
Examples of evidence for scholarly and creative activities could include copies of publications; records of presentations, performances, or exhibits; excerpts from successful grant proposals; scholarly awards; statement of research philosophy; description of current research; or other evidence of scholarship, including future development plans. Examples of evidence for service could include contributions to program or institutional assessment; grants received to develop and promote service activities; written acknowledgements of professional or campus service; service awards; or other evidence of service, including future development plans.

**Procedure for Development of Supplemental Criteria for Tenure and Promotion**

Individual academic divisions, as well as departments and disciplines in those divisions, can adopt additional tenure and promotion criteria that are not less rigorous than those of the university. All divisional tenure and promotion criteria, as well as departments and disciplines within divisions, must be approved by majority vote by the academic division and subsequently, by the Vice President and Academic Dean. Such criteria must be published and made available to all faculty within the academic division. The process for developing supplemental divisional criteria must be collegial and open; all existing faculty impacted by such supplemental evaluation criteria must have the opportunity to work on developing the criteria and to vote on the final version of the document. All supplemental criteria should describe the range of activities that can be evaluated, and the nature of the evidence that will be used to evaluate whether candidates merit a positive recommendation for tenure and promotion. Approved supplemental criteria should be considered at all levels throughout the chain of review and recommendation.

**H. Faculty Resignations**

For HEPC guidelines on Faculty Resignations see Title 133; P.R. Series 9; Section 8.

**Concord University Policy**

A faculty member intending to leave employment at Concord University owes the university a statement of resignation addressed to the proper chair to be forwarded to the Vice President and Academic Dean, who will inform the President. Only the President or the Vice President and Academic Dean may accept a resignation of a Concord University faculty member.

Unless notified to the contrary, any member of the faculty may assume that he or she will receive a contract for the coming academic year, although such contract may not reach him or her until late because of the budgetary process at the State level. Those who may be considering opportunities elsewhere after February 1 have an obligation to inform their chair of this before signing contracts with other colleges, universities, or institutions.

After a faculty member has signed his or her contract with Concord University for the coming year, he or she must have permission from the Vice President and Academic Dean, who will consult the departmental or divisional chair, to be released from his or her contract; and the faculty member must request the dean of the other institution to discuss the release with the Vice President and Academic Dean at Concord before an offer is made. These are the procedures approved by the American Conference of Academic Deans, which considers May 1 (our Board has established May 15) the date after which no faculty member should
change institutions without the permission of the administration at both institutions.

I. Faculty Evaluation Policy for Tenured and Non-tenure-track Faculty.

General HEPC guidelines on Faculty Evaluation are outlined in Title 133, P.R. Series 9, Section 11.

**Concord University Policy**

It is Concord’s policy that all faculty will receive an annual written evaluation of performance directly related to the duties and responsibilities of his or her appointment.

**Non-tenure-track faculty.** Non-tenure-track faculty primarily will be evaluated with respect to their performance in teaching; they are expected to be involved in light to modest levels of service and scholarship unless those are requirements of a specific non-tenure-track appointment.

The chain of review and recommendation for the annual evaluation of non-tenure-track faculty is as follows:

1. Divisional Personnel Committee to department chair (where they exist)
2. Department chair to division chair
3. Division chair to Vice President and Academic Dean

Step 3 should be completed prior to April 1.

At each point in the reviewing process, a report explaining the recommendation will be sent to the committee or person(s) at the next level of review, with a copy of the report given to the candidate. Non-tenure-track faculty will be evaluated on the basis of multiple criteria, and utilize multiple tools, including: (1) a comprehensive self-evaluation, (2) peer review of teaching, and (3) administrative and peer review of portfolio materials. Guidelines for the preparation of a portfolio are presented in the section on *Tenure and Promotion*. Portfolio materials should focus on teaching performance unless the appointment specifies otherwise. Individual divisions, departments, programs, and disciplines may provide written supplemental criteria that are more detailed than the general criteria presented herein, although they should not be less rigorous.

**Tenured faculty.** Tenured faculty will be evaluated annually through the following chain of review and recommendation:

1. Divisional Personnel Committee to department chair (where they exist)
2. Department chair to division chair
3. Division chair submits copy of evaluation to faculty member

Step 2 should be completed prior to May 1.

The evaluations will not be passed on to the VPAD’s office except as they become part of the recommendation of the division chair when a faculty member is subject to a personnel decision such as a request for promotion, or in the case of a negative evaluation. The tenured faculty portfolio will consist of the annual Professional Activities Summary and recent student
evaluations. Individual divisions, departments, programs, and disciplines may provide written supplemental criteria that are more detailed than the general criteria presented herein, although they should not be less rigorous.

L. Dismissal

For HEPC guidelines on Dismissal see Title 133; P.R. Series 9; Section 12.

M. Termination of a Program

For HEPC guidelines on Termination of a Program see Title 133; P.R. Series 11; Section 8.

N. Termination Due to Reduction or Discontinuance of an Existing Program

For HEPC guidelines on Termination Due to Reduction or Discontinuance of an Existing Program see Title 133; P.R. Series 11.

Concord University Policy

I. Purpose

The following statement of institutional policy is formulated to comply with Section 13 of Title 133 P.R. Series 9, which was put into effect by HEPC as of January 10, 2004.

Institutional policy for accommodating major reduction in or discontinuance of an existing program shall be developed through collaborative assessment by representatives of administration and faculty and shall be reported to the Board of Governors prior to implementation.

II. Introduction

As a public undergraduate institution of higher education operating under the authority of the West Virginia Board of Governors, State of West Virginia, Concord University exists to serve the educational desires and needs of the people of West Virginia in general and the people of southern West Virginia in particular. Concord's primary response to these educational needs is its array of academic degree programs.

These programs, based on careful assessment, are designed to meet what, in the best judgment of the institution, are the current and future higher educational needs of the people of West Virginia. And just as the educational needs of the people of West Virginia evolve, so too does the program array of Concord which purports to address these needs.

All such programmatic changes at Concord are accomplished only through carefully established procedures. Further, since probationary or tenured faculty careers at Concord may be substantively affected by programmatic change--through, for example, reassignment or termination as a result of a major reduction in or discontinuance of a program--the university
adheres strictly to an additional set of guidelines, procedures, and criteria when considering and effecting personnel changes necessitated by programmatic changes.

III. Guidelines, Criteria, and Procedures

A. Program Review

1. A proposal for major reduction in or discontinuance of a program must be substantiated by an extensive and thorough program review. The procedures to be followed in this review, depending upon the circumstances in which the review is pursued, are delineated in one or more of the following documents: Policy Bulletin No. 11 ("Policy Regarding Program Reviews"); Policy Bulletin No. 27 ("Policy Regarding New Academic Programs"); Administrative Bulletin No. 6 ("Policy Regarding Submission of Institutional Items for Board's Agenda"); and Administrative Bulletin No. 23 ("Policy Regarding Submission of Proposals of New Academic Programs and Discontinuance of Existing Programs"). The review may be conducted in accordance with the five-year schedule issued by the West Virginia Board of Governors, or it may be initiated within the university.

2. If the review is initiated within the university, such initiation must be done formally by the institution's President, Vice President and Academic Dean, or the chair of the division sponsoring the challenged program.

3. Once the review has been initiated formally, it will be conducted by an ad hoc "Committee of Assessment," composed of the following personnel: (1) the institution's Vice President and Academic Dean (who will serve as chair of the committee); (2) the chair of the division sponsoring the challenged program; (3) a faculty representative involved in the challenged program (recommended to the Vice President and Academic Dean for service on the committee by the involved division chair); (4) a faculty representative from the sponsoring division but not involved in the challenged program (recommended to the Vice President and Academic Dean by the involved division chair); (5) a faculty member from a division other than that sponsoring the program (chosen by the Vice President and Academic Dean); and (6) any other institutional person deemed appropriate for such service by either the Vice President and Academic Dean or the President.

4. The mandate of the "Committee of Assessment" will be to analyze thoroughly the question of major reduction in or discontinuance of the challenged program and, based upon that analysis, to generate specific recommendations to deal effectively with the question. This analysis and set of recommendations will be based explicitly on relevant criteria, such as the program's quality, viability, congruence with institutional mission, cost, demand, and uniqueness.

5. The above-referenced analysis and set of recommendations will be transmitted to Concord University's Faculty Senate, for its consideration. The Senate's recommendations pertaining to the question then will be forwarded to the Vice President and Academic Dean, for his or her consideration, who then will forward them on, along with his or her recommendations pertaining to the question, to the President of the University. The President of the University, after his/her deliberations on the question, will forward presidential recommendations on the question to the university's Board of Advisors, for its consideration, and then finally on to the
West Virginia Board of Governors for final disposition.

B. Criteria to be Used in Consideration of Termination of Faculty Employment Due to Major Reduction in or Discontinuance of a Program

1. Non-tenured faculty will be terminated before tenured faculty, except where serious distortion would result in the academic needs of the university.

2. In identifying faculty whose employment will be terminated, the following factors shall be taken into account: (1) the academic needs of the university; (2) length of service to the University; (3) qualifications; (4) quality of performance; and (5) rank.

C. Procedures for Consideration of Termination of Faculty Employment Due to Major Reduction in or Discontinuance of a Program

1. The Vice President and Academic Dean will request that the chair of a division in which a major reduction in or discontinuance of a program is proposed submit a prioritized list of faculty recommended for possible termination. The chair will consult with the division faculty in determining who is to be recommended for possible termination. The chair also will submit a written justification for these recommendations (both terminations and retainments of faculty within the affected program).

2. The Vice President and Academic Dean will review the list of faculty recommended for possible termination and the justifications submitted by the chair. He/she then will prepare a recommendation and submit it, with the chair’s report, to the President of the University.

3. At this juncture, if recommendations for possible terminations have been made, an ad hoc Reduction-in-Force Committee of five full-time faculty shall be appointed by the Faculty Senate. No members of this committee shall be from the same academic division as the faculty who are designated for possible termination.

4. The Vice President and Academic Dean shall charge the ad hoc Reduction-in-Force Committee with making an independent report on the proposed termination recommendations to the President within 90 days after receiving instructions. The committee shall have access to all relevant information.

5. The President shall review carefully the recommendations on proposed faculty terminations submitted by the Vice President and Academic Dean and the ad hoc Reduction-in-Force Committee along with any other recommendations submitted by potentially affected faculty, students majoring in the challenged program, and other potentially affected staff received by him/her during the same 90-day time frame.

6. Upon completion of this review, the President shall make an institutional decision regarding these matters of personnel termination.

7. The President shall give a faculty member whose employment is to be terminated a written notice of termination by certified mail, return receipt requested. The notice will contain a delineation of the rationale used in making the decision to terminate, a description of the
appeal process available to the faculty member (as specified in Policy Bulletin No. 36), and a copy of this policy. The notice of termination also will stipulate the following for probationary and tenured faculty:
a. A terminated probationary faculty shall be permitted to complete his/her period of appointment in accordance with the terms of his/her contract, including the period of notice that is specified in Policy Bulletin No. 36.

b. Terminated tenured faculty shall be given at least one year of notice of termination of employment following the date of Board of Governors action to approve termination of a particular program, or one year following the date of the final institutional action for a major reduction in the program.

D. Obligation of the University to Faculty Terminated due to Major Reduction in or Discontinuance of a Program

1. Reassignment: A sincere effort will be made to reassign a faculty member within the university to available instructional or non-instructional duties, if any, commensurate with his/her training and experience. If institutionally feasible, offers of released time, leave of absence and available discretionary funds to cover retraining expenses will be made to enable faculty to qualify for reassignment.

2. Preferred Consideration at Other Public Institutions of Higher Education in West Virginia: An individual faculty member is an employee of only one institution. The several public institutions of higher education in West Virginia, however, are components of a system of higher education and, therefore, are mutually dependent upon the health and viability of each other. If a faculty member is to be released because of major reduction in or discontinuance of a program at one institution, that faculty member should be given the courtesy of preferred consideration for vacancies at other public institutions of higher education in the West Virginia system of higher education, in accordance with system-wide policies and guidelines.

3. Institutional Letter of Recommendation: A faculty member whose employment is terminated due to a major reduction in or discontinuance of a program shall be given a personal letter from the President of the University which fully explains the reason(s) for termination and accurately evaluates the performance of the faculty member.

4. Assistance in Finding Employment: The university shall assist the faculty member, to the extent possible, in the sending of letters of explanation and professional resumes to promote efforts to find suitable placement elsewhere.

E. Recall of Faculty Terminated Due to Reduction in or Discontinuance of a Program

1. If within three years following the terminated employment of a tenured or probationary faculty member due to reduction in or discontinuance of an academic program a position(s) for which the faculty member is qualified (which is determined prior to termination) becomes vacant, the President of the University will offer the position to the affected faculty member by certified mail, return receipt requested. Written acceptance of the position must be made within 30 days of the mailing of the President's offer.
2. If two or more affected faculty members are equally qualified for a vacant position, recall will be in order of termination. No new full-time faculty will be hired for teaching positions in an area of competence as long as faculty whose employment was terminated in that area of competence retain recall rights.

F. Grievance

Effective July 1, 2007 the West Virginia Public Employees Grievance Board replaced the West Virginia Education and State Employees Grievance Board. Information about the new grievance procedure, including links to statues, procedural rules, and required forms, is available at [http://www.pegb.wv.gov/](http://www.pegb.wv.gov/).

**Part IV - Organizational Structure, Services and Benefits**

Amendments to material in this section may be made by majority vote at any regularly scheduled meeting of the Concord Faculty Senate, and shall take effect immediately.

**A. Organizational Chart**

**B. Administration**
The administrative line of authority and responsibility for the operation of the university extends from the Concord University Board of Governors to the divisional and departmental chairs selected by the teaching faculty, and ultimately to the university faculty.

**The West Virginia Higher Education Policy Commission**

Together with other state-supported higher education institutions, Concord University is under the direction of the 9 member West Virginia Higher Education Policy Commission which was established by Senate Bill 653 passed on March 19, 2000. The HEPC consists of seven members appointed by the governor and two ex-officio members – the secretary of education and the arts, and the state superintendent of schools. The legislative act creating the Higher Education Policy Commission assigned to the HEPC responsibility for the general determination, control, supervision, and management of the financial, business, and educational policies and affairs of all state colleges and universities.

**The University Board of Governors**

The Board of Governors, consisting of 12 members, has the authority and the responsibility to review and approve, prior to their submission by the President of the University to the Higher Education Policy Commission, all proposals in the areas of mission, academic programs, budget, capital facilities, institution-wide personnel policies, and any other matter referred to it by the President or the Higher Education Policy Commission. Comments, recommendations, and approvals by the Board of Governors shall accompany such proposals to the Higher Education Policy Commission. Upon the occurrence of a vacancy in the Office of the President of the University, the Board of Governors shall serve as a search and screening committee for candidates to fill the vacancy under guidelines established by the Higher Education Policy Commission.

The 12-member board shall consist of a full-time member of the faculty with the rank of instructor or above, duly elected by the faculty; a member of the student body; a member of the university classified staff; and 9 lay citizens recommended by the President of the University and appointed by the Higher Education Policy Commission.

**The Administrative Officers**

**The President**

Under the laws of the State of West Virginia and the policies and regulations of the West Virginia Higher Education Policy Commission, the President is the chief administrative and executive officer of the university, and his term is at the pleasure of the HEPC. It is his duty to see that the university is operated in conformity with the laws of the State and the policies of the HEPC. Subject to the authority of the HEPC, the President has the final responsibility for all decisions and their proper implementation. In carrying out his duties and responsibilities, it is expected that the President will seek the advice of councils, committees, administrative officers, and individual members of the faculty and staff, and that he will delegate certain responsibilities and duties; but he may revoke such delegated authority or act counter to the advice he received whenever he deems it wise to do so. The President may attend any
meeting of any council or subordinate body of the university and share in the deliberations thereof, but without vote unless he is a regular member of such council or subordinate body.

The Vice President and Academic Dean

Under delegated authority from the President, the Vice President and Academic Dean is the chief academic officer of the university and is responsible for the planning, organizing, directing, coordinating, and controlling of academic affairs. In exercising such leadership, the Vice President and Academic Dean seeks and gives careful consideration to the advice and recommendations of the division chairs and the faculty in determining recommendations to the President. In the absence of the President, the Vice President and Academic Dean acts on behalf of the President on matters concerning all phases of the university's operation. Specifically, the Vice President and Academic Dean is responsible for allocating educational funds for academic travel, supplies, equipment, and student assistants; allocating space; implementing the university's goals and objectives, providing leadership in review of academic programs; reviewing and recommending academic personnel; directing the student advising program; encouraging faculty toward self-improvement; recommending students for graduation (including those receiving the Regents Bachelor of Arts Degree); and supervising division chairs, the Director of the Library and Media Services, the Registrar, the Director of the Center for Economic Action, the Associate Dean, the Assistant Dean, McNair Director, and any other personnel directly responsible to him or her.

NOTE: Job descriptions for administrative officers who are not directly involved in faculty responsibility are recorded in the Administrative Handbook.

Division Chair

The division chair is both an academic administrator and a faculty member. As such, it is essential that he or she have the respect and trust of both the divisional faculty and the administrative officers to whom he or she is administratively responsible. Immediate responsibility is to the Vice President and Academic Dean.

Under current university policy, the chair is responsible for the following:

a. Advocating conditions which maximize teaching effectiveness and quality instruction in the division.

b. Coordinating programs for all departments (where departments exist within the division).

c. Providing leadership in seeking improvement in the academic programs of the division.

d. Evaluating effectiveness in teaching and in other faculty responsibilities by an annual written report with a copy to the individual faculty member and a copy to the Vice President and Academic Dean.

e. Arranging for and conducting, between March 1 and April 1, an annual written evaluation of the division chair by division faculty, on a form mutually agreed upon by the division chair and a majority of the divisional faculty. A compilation of the results will be forwarded by the division chair to the Vice President and Academic Dean.
f. Recommending to the Vice President and Academic Dean employment and termination of divisional personnel.

g. Recommending to the Vice President and Academic Dean salaries for divisional personnel.

h. Recommending to the Vice President and Academic Dean a divisional operating budget request, and administering the divisional budget as allocated.

i. Recommending to the Vice President and Academic Dean promotions and tenure for divisional personnel.

j. Coordinating divisional class schedules.

k. Assigning divisional facilities.

l. Holding regular monthly meetings with divisional faculty, inviting input on items "a" through "k" above and other pertinent and relevant topics.

m. Acting as the official representative and spokesperson for the division. Should there be a difference of opinion between the chair and a majority of the divisional faculty, the chair shall forward such faculty opinion to the Vice President and Academic Dean together with his or her own views.

A number of divisions have formal departmental structures within the division. Where such departments exist, the division chair also seeks appropriate input and recommendations from the department chair on points "d" through "k" of the above responsibilities.

In performing his or her duties, the division chair will be guided by the following principles:

**Coordination and Integration.** The faculty member usually is responsible for some limited portion of the academic functions of the university pertaining to his or her own division or department, or even more narrowly, to his or her own discipline. The function of the administration is to coordinate and integrate those faculty recommendations that have been approved and become policy and to supervise their implementation on a university-wide basis. The chair performs the same function at the departmental or divisional level.

**Departmental or Divisional Responsibility.** Responsibility for making departmental or divisional policy resides with the appropriate departmental or divisional faculty. Just as the individual faculty member is responsible for the performance of professional obligations, so the departmental or divisional faculty are collectively responsible for the performance of their professional obligations; they ultimately are responsible to the President and the Vice President and Academic Dean, to their students, to their colleagues, and to their profession. Such responsibility is in keeping with the democratic principle that those primarily affected by policy decisions, and responsible for their implementation, should have a major voice in shaping such decisions; and by the professional principle that responsibility and competency
for shaping academic decisions should rest with the appropriate professionals. The chair acts as the representative and spokesperson for the democratically and professionally derived judgment of the departmental and divisional faculty. As a faculty member, the chair also is a professional and is officially responsible for the operation of the division or department.

The chair clearly has a responsibility to the administration and is accountable to the President and the Vice President and Academic Dean. Similarly, the chair owes a responsibility and an accountability to the departmental or divisional faculty. Just as the appointment or removal of a chair is a responsibility shared by the President, the Vice President and Academic Dean, and the faculty, so is the proper performance of the chair. The functioning of the chair is a reflection of the functioning of the departmental or divisional faculty.

The chair discharges his or her duties in two ways. In the first place, the chair coordinates the activities of the departmental or divisional faculty as a body responsible for initiating and evaluating policy recommendations. In this context, the chair performs as the representative of and the spokesperson for the faculty. Secondly, the chair integrates and supervises, at the departmental and divisional level, the implementation of policy, in consultation with, and through the democratic participation of, the faculty. The determination of appropriateness should be made within the context of democratic procedures, the "Constitution of the Faculty of Concord University" and the professional principle that responsibility for initiating academic policy decisions should be originated with the academic faculty whose professional competency is most clearly related to the latter at issue.

**The Line of Administrative Responsibility**

In the absence of the President, decisions requiring immediate presidential determination shall be made by the Vice President and Academic Dean. In the absence of both the President and Vice President and Academic Dean, such authority passes first to the Director of Student Affairs then, in order to the Business Manager, Director of Admissions, and Vice President for Development. This line of authority is valid except when the President shall make other specific designations from time to time.

**C. The Faculty**

The university faculty also has indirect, but substantial responsibility for the effective administration of the university. The responsibility is exercised in a number of ways. The faculty selects, periodically evaluates, and, if necessary, may recall divisional and departmental chairs who fail to serve effectively in their positions. In addition, through their roles in the operation and shared governance of the university, discussed more fully in Part III of this handbook, they develop or shape most of the policies, procedures, and practices that are overseen or implemented by university administrators at all levels. Moreover, their cooperation and assistance in the administration of the university is a critical factor in its success. Consequently, effective university administration is viewed as an obligation and a concern shared by each member of the faculty.

**Concord's Educational Philosophy and Goals**
Philosophy

The following statement summarizes the educational philosophy of the Concord University faculty:

In a democratic society which seriously professes the ideals of freedom, a university education should be directed toward the individual's needs and interests. It should enhance his or her personal worth, his or her potential for functioning successfully in society, and his or her ability to benefit mankind.

Traditionally, an undergraduate university has offered programs designed either to equip students with general knowledge in a certain area, or to prepare them for a career or graduate study. These programs should be continued whenever the resources of the university and the demand for the programs permit.

But a university should not be limited to these traditional programs, nor the traditional university-age student. Instead, a particular program should be offered when a substantial need exists in the community the university serves, when this need is not already being met by some other institution in that community, and when the university has or can acquire the resources to meet these needs.

In keeping with this philosophy, Concord University is committed not only to developing the student academically, intellectually, personally, and socially, but also to preparing the student for a career. In addition, the university is committed to serving the public in a variety of ways.

In support of these objectives, the university seeks to provide the type of institutional setting most conducive to educational and scholarly pursuits. This effort involves the establishment of sound and effective operational policies for the institution and the maintenance of an atmosphere of innovation and imagination in the areas of instruction and curriculum. Finally, the institution recognizes its ultimate responsibility in all of its undertakings, to the citizens of West Virginia.

Goals and Objectives

To assist the university in the fulfillment of its educational mission, the Concord University faculty has identified the following specific goals and objectives which are in keeping with its stated philosophy:

Educational Goals of Concord University

The educational programs of Concord University are designed to foster skills, knowledge, and attitudes applicable across a wide range of academic fields and professional careers in a culturally diverse, perpetually evolving global community. The General Studies program provides opportunities to begin developing skills needed for
addressing complex issues, to build a foundational knowledge base for lifelong learning, and to cultivate attitudes that promote personal and societal well-being and experiential enrichment. Building on the General Studies program, the baccalaureate degree programs provide opportunities for in-depth study in a student's chosen field(s).

Building on selected baccalaureate degree programs, the master's degree programs provide opportunities for highly specialized research and professional development.

**Skills:** Proficiency in interpreting data, integrating information, formulating ideas, thinking critically, and communicating with others, as demonstrated by the following competencies:

Effective inter-communication skills and literacies, adapted as needed for the demands of various kinds of discourse:

- listening and speaking
- reading and writing
- non-verbal communication
- media and technological literacy

An ability to employ appropriate observational, logical, analytical, computational, creative, and critical thinking skills in problem solving

An ability to employ appropriate methods and technologies for conducting empirical and scholarly research, to interpret research findings, and to use insights gained from such research as a basis for informed decision making

An ability to analyze, synthesize, and integrate elements, information, and ideas

An ability to evaluate elements, information, and ideas on the basis of appropriate criteria

An ability to apply and to transfer academic and experiential learning appropriately from one context to another

An ability to learn and work effectively both independently and collaboratively

**Knowledge:** Familiarity with principles underlying academic discourse in various fields, as demonstrated by the following capabilities:

An ability to discern the influence of environments, cultural beliefs and attitudes on societal institutions and practices; and to recognize the role of environments, societal institutions and practices in perpetuating such beliefs and practices

An awareness of the fundamental characteristics and properties of the physical universe

An ability to interpret events and trends within historical contexts

Acquaintance with principles underlying languages – for example, linguistic, mathematical, and computer-language systems
A recognition of the complex interconnections between people and other organisms and their environment

An awareness of the aesthetic principles, methods, materials, and media employed in artistic performance and the creation of works of art and literature

Self-knowledge, including awareness of one’s own competencies, deficiencies, and optimal individual learning-style(s)

**Attitudes:** Tendencies conducive to self-knowledge, personal growth and development, and responsible citizenship as demonstrated by the following:

Habitual reflection on ethical/moral implications of actions when weighing decisions and evaluating outcomes

Exercise of responsible leadership – including leadership by example – and of responsible followership

Respectful attentiveness to differing perspectives and willingness to engage in dialogue across differences in order to seek mutual understanding and equitable conflict resolution

Cultivation of and support for attitudes and practices that foster physical, mental emotional, and social well-being

Appreciation for the creative process and for the rich diversity of artistic achievement

Commitment to social responsibility, including community service and civic engagement

Motivation to pursue lifelong learning and ongoing intellectual growth

**Instructional and Curricular Development**

1. To develop and sponsor new programs and innovative instructional techniques for initiating curricular and instructional innovation of benefit to students and graduates.

2. To encourage student participation in off-campus learning experiences such as cooperative education internships, work study, and overseas travel.

**Service to the Public**

1. To provide credit and non-credit courses for adults and qualified high school juniors and seniors who need or desire to pursue personal interests, or to improve and upgrade knowledge and skills utilized in their present jobs or professions.

2. To provide campus and community workshops and seminars for businesses and public organizations in need of such services.
3. To provide consultative services and technical assistance as needed on individual, business, and community problems.

4. To serve as a resource center for information on new developments in science, literature, the arts, finances, and other matters of interest and concern to citizens in the regions served by the university.

5. To provide the greatest possible public access to, and use of, university facilities.

Public Accountability

1. To recognize the university's accountability to the West Virginia taxpayers, the Higher Education Policy Commission, the State Board of Education, and other certification agencies in the administration of programs and the expenditure of funds.

2. To develop methods to conserve resources and keep costs low while maintaining quality programs and services.

3. To apply financial analysis techniques in deciding upon the most efficient and effective program alternatives.

4. To encourage and promote a high level of professional integrity among faculty and staff.

5. To establish and implement a continuous study to determine the success of graduates, and a method of evaluation for use in the improvement of programs.

Institutional Environment

1. To maintain a climate of mutual trust and respect among students, faculty, and administrators.

2. To maintain open and candid communications throughout the organizations.

3. To develop means whereby differences of opinion can be aired openly and amicably.

4. To foster and maintain a climate in which the commitment of faculty to the goals of the university is as strong as their commitment to the legitimate concerns of constituencies.

5. To create a system of campus governance genuinely responsive to the legitimate concerns of all constituencies.

6. To assure that all persons may participate or be represented in the making of decisions that affect them.

7. To foster and develop a creative atmosphere in which faculty and students are free to explore all facets of a given subject in the classroom.
8. To ensure that students are free to hear speakers with differing points of view.

9. To encourage all members of the Concord community to fulfill their obligations of citizenship by participating in the democratic process.

10. To create an atmosphere favorable to the growth of student maturity by permitting the greatest possible freedom consistent with rights of others and with responsibility to the community.

**Services and Benefits**

**A. Salaries**

Salaries are established by the university in accordance with guidelines established by the Higher Education Policy Commission (HEPC) and Board of Governors each year for all university personnel. Determination of faculty salaries in accordance with guidelines established by the Board of Governors is made after the university is notified of the budgeted amount available. Other considerations in the determination of individual salaries are the number of positions to be established, the competitive demands in particular fields, the maximums which the Board of Governors sets for appointments and the merit increases for above average performance. Any questions about individual salaries should be directed to the faculty member’s division chair. Salary ranges are announced annually.

Salaries are paid semi-monthly. Faculty members may choose to have their salaries for the regular academic year disbursed to them in 18 payments over the course of the nine-month school year or 24 payments during the calendar year. The number of disbursements may be changed prior to the beginning of any regular academic year. Faculty members may also elect to have their paychecks directly deposited into a bank of their choice by the Auditor’s Office. Direct deposit may be changed at any time.

**B. Fringe Benefits**

1. **Automatic Benefits**

The following benefits are automatic with employment; the university matches employee payments:

   a. Social Security

   b. Workman's Compensation

   c. Unemployment Compensation

Tax-Sheltered Retirement.
Six percent of the employee’s total salary is paid into retirement. The university matches at 6% for a total of 12%. It is required that employees participate in the retirement. Amounts paid by the employee and matching funds paid by the university are fully vested immediately.

2. Optional Benefits
The following benefits are available on a voluntary basis.

a. **West Virginia Public Employees Group Insurance.** This includes medical coverage plus $10,000 basic life insurance. The employee and the university pay a portion of the medical coverage. The basic life insurance is paid by the university.

b. **Optional Life and Accidental Death and Dismemberment Insurance.** This is available from $5,000 to $500,000.

c. **United States Savings Bonds.** Concord University participates in the payroll savings plan.

d. **West Virginia State Employees Credit Union.** Membership is available to all state employees. Payment is made through payroll deductions.

e. **Supplemental Retirement.** This is in addition to the regular retirement mentioned above. Premiums are made solely through employee contribution.

f. **Long Term Disability.** Premiums vary depending upon age and annual earnings. The policy pays after being disabled six months.

g. **Flexible Spending Accounts.** This is an IRS approved, tax free account that saves money on eligible medical and dependent care expenses.

h. **Dental and Vision.** There are several different plans available.

i. **Short Term Disability.** Premiums vary depending on employee’s salary. Benefits become payable at the end of the 30-day benefit waiting period.

Please contact the Human Resource Office for more details on benefits and enrollment.

C. Summer Employment

The availability of summer employment depends upon the number of courses needed in the summer schedule, the number of faculty wanting to teach, the need for summer advisors, the funds available, and the summer enrollments. The summer schedule provides introductory and intermediate courses for students who are accelerating their programs or who are repeating courses; courses that have special summer demand as from in service teachers; and, in general, courses likely to draw sufficient enrollment to justify them. No faculty member is required to teach in the summer.
Salaries for summer teaching are determined by the base salary of the person involved and the number of hours taught. For full-time teaching (six or more semester hours) the amount is normally a percentage of the nine-month salary for the previous year. Persons teaching less than six semester hours will be compensated on the basis of the number of semester hours taught.

Summer teaching is normally limited to one of the two terms, except in special instances of instructional need. Board guidelines govern the number of courses which can be carried with low enrollments. Infrequently it is necessary to cancel a summer course for lack of enrollment; faculty scheduled for summer teaching should be prepared to teach only part time, or not at all.

Summer advising of incoming freshmen students may be an employment option for faculty members. A limited number are so employed each year. Faculty members should communicate their interest in such employment to the division chair early in the previous academic year.

D. Teaching Off-Campus

Faculty members may have the opportunity to teach courses off-campus for added salary. Such teaching is possible either by conducting extra-load, off-campus courses offered by Concord, or by teaching courses for other area schools. Faculty interest in such an activity should be communicated to the Vice President and Academic Dean through the division chair.

E. Consulting

As indicated in Part III of this handbook, opportunities exist for faculty to serve as consultants and resource persons for local businesses and organizations. Such activities are generally encouraged by the university, since they help Concord fulfill its public service mission, so long as they do not interfere with the faculty member's performance of his or her university duties. Such activities may also be financially rewarding, since many companies and organizations are prepared to pay consultant fees.

F. Other Off-Campus Commitments

For HEPC guidelines on Conflict of Interest see Title 133; P. R. Series 9; Sections 2.2 and 2.3, and Title 133; Series 31; Sections 2, 4, 5, and 6.

Due to personal interests or expertise, faculty members have opportunities for substantial involvement in other off-campus activities. As indicated above, such involvement is not discouraged by the university, as long as it does not interfere with the faculty member's on-campus performance. However, any agreement by a member of the faculty to accept an obligation which will run for an extended period of time with an agency outside the university, must first be cleared through the departmental or divisional chair and then the Vice President and Academic Dean. A periodic review of commitments outside the university is made by the
university as directed by HEPC Procedural Rule Series 9.

All faculty and staff members are required to complete a conflict of interest form each year. Those associated with corporations or organizations that do business with the state and those who might be in a position of a conflict of interest must provide that information to the university."

G. Leaves

1. Military Leave
An employee who is a member of the National Guard or any reserve component of the Armed Forces of the United States shall be entitled to and shall receive a leave of absence without loss of pay, status, or efficiency rating, for all days in which he or she is engaged in drills or parades ordered by proper authority, or for field training or active service for a maximum period of thirty (30) calendar days in any one calendar year ordered or authorized under provisions of state law. The term "without loss of pay" shall mean that the employee shall continue to receive normal salary or compensation from Federal sources during the same period. Furthermore, such leave of absence shall be considered as time worked in computing seniority, eligibility for salary increase, and experience with the institution. An employee shall be required to submit an order or statement in writing from the appropriate military officer in support of the request for such military leave. The terms of this policy shall not apply under the provisions of any Selective Training and Service Act, or other such act whereby the President may order into active duty the National Guard and reserve components of the armed forces of the Federal Government.

2. Witness and Jury Leave
When, in obedience to a subpoena or direction by proper authority, an employee appears as a witness for the Federal Government, the State of West Virginia, or a political sub-division thereof, the employee shall be entitled to leave with pay for such duty and for such period.

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

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

3. Annual Leave
Under current University and Board of Governors policies, faculty with 12-month contracts are eligible for 24 days leave per year. This leave is calculated at the rate of 2.00 days per month from the date of employment. Accrued leave may not exceed 48 days.

4. Sick Leave
Full-time faculty with 12-month contracts accrue sick leave at the rate of 1.5 days per month for a total of 18 days per year. Sick leave with pay may be accumulated without limits. Any unused sick leave may be converted (under current policy) to medical insurance premiums following retirement.
5. Faculty Leave

a. Leave of Absence for Faculty. Requests for leaves of absence should be made well in advance, preferably before February 1, of the previous academic year, in order to permit sufficient time to arrange for a replacement. Requests for leave should be made to the chair of the department or division, reviewed by the Vice President and Academic Dean, reviewed by the President, and if approved, presented to the Board of Governors for final approval. Board approval obligates the university to reappoint the individual at the end of the year of leave, and to give at least the same consideration in regard to salary as if the employment had continued.

The faculty member requesting and accepting a leave of absence has a moral obligation to return at its completion. The letter of request should indicate plans for the leave and should affirm the intention to return.

b. Sabbatical Leave. The Concord University Board Of Governors Policy No. 17 governs sabbatical leaves.

CONCORD UNIVERSITY BOARD OF GOVERNORS
POLICY NO. 17
SABBATICAL LEAVE

SECTION 1. GENERAL
1.1 Scope: This policy specifies the eligibility, conditions, compensation, and obligations regarding the granting of sabbatical leave for faculty members.
1.2 Authority: West Virginia Code § 18B-1-6, 18B-7-2
1.3 Effective Date: March 30, 2006
1.4 Repeals and replaces Series 10, Title 131 dated August 9, 1992.

SECTION 2. PURPOSE
2.1 Sabbatical leave may be granted to a faculty member so that he/she may engage in research, writing, study, or other activity designed to contribute to professional development and improve their teaching and usefulness to Concord University.

SECTION 3. ELIGIBILITY
3.1 Any person holding faculty rank is eligible for sabbatical leave after the completion of at least six years of full-time employment at Concord University. After completing a sabbatical leave, a faculty member shall not again be eligible until the seventh subsequent year. During this period, a maximum of two regular semesters in either an authorized part-time status or an authorized unpaid leave of absence may be counted toward eligibility for sabbatical leave if in the latter instance the leave of absence was for appropriate professional purposes. Separate summer school employment shall not be considered for sabbatical leave.

SECTION 4. CONDITIONS GOVERNING THE GRANTING OF SABBATICAL LEAVE
4.1 The granting of sabbatical leave is not automatic, but shall depend on the merits of the request and on conditions prevailing in the institution at the time. Review of leave applications subsequent to an earlier leave will consider achievement during previous leaves.
Sabbatical leave will be granted by the President of the University and notification of such action communicated to the Board of Governors.

4.2 The applicant for a sabbatical must first receive recommendation from their administrative head. The Concord Faculty Development Committee reviews the application package. The evaluation shall include whether the leave will further the professional development of the applicant and whether it is in the best interest of the unit, taking into account the prevailing fiscal circumstances. A fully-approved application will be forwarded to the Vice President and Academic Dean for the president’s final approval after determining that equitable procedures and standards have been observed.

4.3 Leave may be available to several faculty members each year. The project proposal should indicate that appropriate arrangements to meet the faculty member’s responsibilities have been made within the division. Adjunct faculty may be hired in situations where particular courses must be taught and resources are not adequate within the division to cover the classes. Hiring of adjunct faculty is subject to availability of funds and approval by the Vice President and Academic Dean. If arrangements cannot be made within the division, the proposal may be sent, nevertheless, to the committee for evaluation.

4.4 In addition to the salary compensation noted in Section 5. (below) faculty may request up to $1,000 to facilitate travel, research and other sabbatical expenses. The Vice President and Academic Dean will distribute these additional awards subject to the availability of allocated funds and funding of the faculty member’s responsibilities.

SECTION 5. COMPENSATION

5.1 A faculty member on sabbatical leave shall receive full salary for no more than one-half of the nine-month or twelve-month contract period or half-salary for no more than the full nine-month or twelve-month contract period. The maximum compensation will not exceed one-half of the annual salary regardless of the length of the sabbatical leave.

SECTION 6. OBLIGATIONS OF THE FACULTY MEMBER

6.1 An applicant for a sabbatical leave shall submit to the Concord Faculty Development Committee in writing a detailed plan of activity that they propose to follow. The approved plan shall not be modified without the written consent of the administrative head, Faculty Development Committee, and the Vice President and Academic Dean.

6.2 In accepting a sabbatical leave, a faculty member shall sign a statement indicating that they are aware of and that they agree to all conditions of the leave as specified herein.

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

6.4 Upon completion of a sabbatical leave, a faculty member shall file with their administrative head, the Concord Faculty Development Committee, and the Vice President and Academic Dean a written report of their scholarly activities while on leave.

6.5 A faculty member is obligated to return for a full year of full time service immediately upon completion of the leave. Failure to return will obligate the faculty member to fully reimburse the institution for salary received during the period of the leave. If the period of employment after the leave is less than one year, repayment will be prorated accordingly.

6.6 The faculty member will be invited to participate in a public forum to disseminate accomplishment of sabbatical leave where appropriate.
SECTION 7. OBLIGATIONS OF THE INSTITUTION
7.1 A faculty member’s institutional position, status, and rank shall not be adversely affected solely by their absence while on sabbatical leave.

SECTION 8. PROCEDURES AND CRITERIA
8.1 Applicants for sabbatical leave will initiate the procedure by obtaining application forms from their administrative head. Information is also available from Concord Faculty Development Committee members.
8.2 Applications will be typewritten and include the following:
   (a) Your personal professional data (résumé).
   (b) The specific objectives of your sabbatical leave.
   (c) The plan for achieving the stated objectives, including the time schedule of events.
   (d) Why a sabbatical is required to achieve your proposed professional objectives.
   (e) What will a sabbatical accomplish for you and how the program activities relate to your long-range professional objectives.
   (f) Evidence of prior professional endeavors to confirm the proposed sabbatical activity.
   (g) The impact your participation in this program may have on other units on campus.
   (h) Documentation, where applicable, such as an invitation to a research institute, laboratory, museum, studio, government office, or other appropriate institution or setting.
   (i) The ways in which the proposed work will further the goals of your unit and the University.
   (j) Letter of support from your administrative head.
8.3 The administrative head, in recommending the applicant for sabbatical will verify that: (a) the applicant’s professional performance merits this award; (b) the benefits to be derived from the sabbatical are of value to the academic unit and/or to the University; (c) and the applicant meets the eligibility requirements. The administrative head must attest that the teaching load of the applicant will be provided by: appointment of part-time personnel, temporary suspension of one or more classes, and/or coverage by colleagues. However, modifications of scheduling should not adversely affect students’ normal progress toward degrees.
8.4 A complete application package is to be submitted by applicants to the Concord Faculty Development Committee on or before February 15th for a sabbatical leave to begin the fall or spring semester of the following academic year. The Concord Faculty Development Committee will review sabbatical leave applications, recommendations, and supporting documents. The Committee will make its recommendations through the Vice President for Academic Affairs to the University President for final approval.

H. Travel

The Concord University Board Of Governors Travel Rules (Policy Number 3) documents procedures that apply to faculty and other employee travel. Details of the Concord University policy may be found at:

http://www.concord.edu/Pages/admin/Pages/boardofgovernors/policies/-Current/P-3-6-4-03.PDF

The Concord University Board Of Governors Travel Rules are a modification of Title 133, Procedural Rule, Higher Education Policy Commission, Series 29, which may be found at:
I. Equipment

Items of equipment requested by faculty members are purchased from allocations to the division. Requests for purchases may be initiated by the faculty member through, and with the approval of, the chair.

After equipment has been purchased it is placed on inventory records of both the university and the State. Equipment is signed for upon delivery to the division, and thereafter it is the responsibility of the division chair.

Equipment and/or furniture may not be removed from state property without written prior approval of the appropriate cabinet officers. Inventory control must also be notified in writing. Movement of equipment or furniture from one division to another, or from one office to another, requires approval of the Vice President and Academic Dean, submitted on proper forms which are available in the Office of the Vice President and Academic Dean. Such approval is reported to the inventory control officer by the Vice President and Academic Dean.

J. University Mail Service

Both on-campus and off-campus (U.S.) mail service is available at the university. Faculty and student mail boxes are provided and are located on the bottom floor of the University Center. A post office is also in operation in this same location. Mail drops for campus and U.S. mail are also located on the second floor of the Administration Building outside of the Business Office.

The campus mail service is designed for the distribution of official university communications or correspondence and notices of announcements pertaining to university operations, events, or activities. Official University mail is any interdepartmental mail or mail originating from any campus recognized student organizations regarding approved campus activities.

Faculty members enjoy franking privileges for official correspondence sent through the university mail service. Proper postage will be affixed to such correspondence in the campus post office. Postage for personal or non-official correspondence may be purchased from the campus post office.

Bulk or large volume mailings should be coordinated through the Business Office. This office can provide information on proper labeling and packaging to minimize costs and labor requirements.

K. The University Bookstore
The University Bookstore provides textbooks and other materials for use in the courses taught at the university. Prior to the beginning of each semester, faculty members will receive a book request form on which they will indicate the required textbooks for each upcoming course. These forms should be completed and returned to the bookstore as soon as possible to ensure that the books are available at the beginning of the semester.

At the end of each semester, the bookstore will buy back the textbooks purchased by students if they are to be used in subsequent semesters. Faculty members who do not intend to require the same textbook in future classes should so inform the bookstore prior to the end of the semester.

For their convenience, faculty members may check out textbooks from the bookstore for their own use during a semester. These books may be returned at a later date or purchased, at the faculty member's option. The bookstore will also provide forms on which the faculty member can request desk copies from the book publisher.

L. Copy Work for Research Materials

Faculty members engaged in writing and research for theses, dissertations, and publications have access to the copying machines in the University Print Shop. Charges for copying are to cover actual university costs only. Procedures for obtaining this service are:

1. The faculty or staff member makes a written request to the division chair noting the number of pages to be copied.

2. The division chair submits the request and his or her recommendation to the Vice President and Academic Dean.

3. Upon approval, the Business Manager contacts the person requesting the service to make arrangements for scheduling the copying machine and for the fee.

4. The faculty or staff member does his or her own copying work. The fee does not include the time of the university printer.

M. J. Frank Marsh Library and the Center for Academic Technologies

The Library and the Center for Academic Technologies operate to support the academic programs of the university. The services and policies are outlined below:

1. The Library

a. Loan of Materials. Concord uses an extended loan for materials to faculty, staff and students (but not to members of the public). Materials borrowed at any time during the semester have a due date approximately the end of the semester, at which point materials will be on loan for a shorter period.
Items which have been on loan to any one borrower for two weeks may be requested by any other borrower, at which point the library sets a new due date and informs the user.

All periodicals (current, bound, or microform) may be borrowed for one week.

Your campus ID, with the library bar code affixed, should be used whenever any material is borrowed from the library.

b. Reserve Materials. Make all arrangements for materials to be placed on reserve with the circulation supervisor. It is assumed that each item placed on reserve is required reading of each member of the class.

While faculty may place any number of items on reserve only one copy of any single item should be on reserve unless the class is larger than 35 students.

c. Interlibrary Loan Services. Requests for materials unavailable at Concord may be made through the Reference Department. The on-line catalog indicates materials in the collections of Mountain Library Network (MLN) consortium members as well as in the Concord collection. Requests from Bluefield will be filled as expeditiously as possible, but items from other libraries can take from two to six weeks to obtain. For Faculty or staff, the costs of ILL requests are absorbed by the library; students must pay the first $5.00 of any ILL request.

d. Other Services. Coin operated black & white and color photocopy machines and a coin operated microfiche reader-printer are available during regular library hours. Each patron is expected to make his/her own copies.

The Reference Department will assist in obtaining access to on-line bibliographic databases.

Online databases subscribed by the library are available on Marsh library terminals or by remote links from the library website. Password access may be required for remote database access when a user is accessing the worldwide web from a non-Concord University server. Faculty or staff may obtain these passwords upon request from the library reference desk (extension 5376 or scaudill@concord.edu). The Library’s URL is http://hub.concord.edu/library/.

e. Ordering Materials for the Library. Faculty are expected to contribute their professional insight and knowledge to the development of the library collection. Standard book order forms are available in the library and faculty or staff may order materials online by clicking on the SERVICES link on the library website and then selecting the material order link. Any information such as vendor, author, title, ISBN or ISSN are helpful to the library staff when faculty material orders are placed. Materials are ordered throughout the year as budget permits and when the current year’s budget is exhausted requests are held for the next budget cycle.

f. Bibliographic Instruction. Members of the library professional staff are willing to make individual demonstrations of the automated catalog to any faculty member who requests it.
The library staff will prepare orientation sessions to the library for a class if an instructor requests it.

The library staff will conduct bibliographic instruction designed for support of a specific curricular project when an individual faculty member requests it. This is most satisfactory to all concerned when there is adequate time for faculty-librarian consultation and agreement as to what will be presented.

**N. University Housing**

As a service to the faculty, and to assist the University in attracting high quality faculty and administrators, the university owns a number of houses and apartments that it will rent to such individuals in need of housing. These units include the Witherspoon complex and a number of houses in the "faculty hill" area.

Recommendations on university policies related to the rental of university units are made to the Vice President of Business and Finance by the Housing Office.

**University Faculty/Staff Housing Regulations**

Concord University owns approximately sixteen (16) rental units which are available to faculty and staff. It is intended that these rental units serve the prime purposes of helping to attract new faculty and staff, and of providing an extended "bridge" period while other housing can be planned for. The regulations which follow are designed to encourage tenants to arrange for other housing within four to eight years, thus assuring a certain turnover.

I. **Priorities**

1. New faculty and new presidential level cabinet staff (for policy purposes here, new means through the first contract year of employment).

   2. Faculty and Staff

II. **Rental Assessments**
Each year the rental rates will be proposed by the Business Office, subject to approval by the President and the Governing Board, for the forthcoming fiscal year. A fifteen percent (15%) surcharge will be levied on persons renting university housing beyond a four year period and an additional fifteen percent (15%) after the eighth year.

III. Other Rules and Regulations

1. Requests for housing will be ranked on a first come, first served basis within each priority classification. Anyone approved for university housing must be a full-time employee of the university or must have been offered and have accepted full-time employment with the university.

2. Only full-time employees of the university are eligible for university housing.

3. Only university employees and immediate families may live in university housing.

4. Any housing unit vacated after February 1 will remain vacant until August 15, or until assigned to a "priority one" candidate, so that it will be available for new faculty or staff.

5. When a person is offered and refuses university housing, his/her name will be placed at the bottom of the appropriate category. Persons twice refusing housing will be ineligible for university housing for a five-year period.

6. Persons living in university housing who desire to move to another university house or apartment will be treated as any other applicant in his/her category.

7. In case of divorce or separation, the person who is not employed by the university may remain in the university housing for no more than sixty (60) days.

8. The university-owned house at 102 First Street will be designated the "Vice President and Academic Dean's Home." Policy on rental of this house by other persons will be determined by the President of the university.

9. Occupants of university housing will be responsible for damages within that housing when it is evident that such damages are a direct result of deliberate acts or negligence.

10. Housing units will be rented as is. Any improvements will be made at the convenience of the university.

11. One month's rent shall be paid when the unit is assigned. This sum is to be applied to the rent as of the first day of the month of occupancy.

12. Anyone may appeal a regulation or housing decision by presenting grievances in writing to the Vice President for Business and Finance or the Dean of Students.
O. Cultural and Athletic Events

All university-sponsored cultural and athletic events are free to members of the faculty and their families. Complimentary tickets normally are made available and should be obtained from the appropriate ticket office during the week preceding the event.
West Virginia Higher Education Policy Commission Rules and Policies

The following rules and policies are available under the Documents and Resources tabs at wvhepcnew.wvnet.edu.

Series 1: Performance Indicators. Legislative Rule – Final – Effective April 9, 2002
Series 4: Rules, Guidelines and Other Policy Statements by Governing Boards. – Final –
Effective July 31, 2006
Series 5: Guidelines for Governing Boards in Employing and Evaluating Presidents or Other
Administrative Heads of Institutions. - Final – Effective July 14, 2005
Series 6: Higher Education Adult Part-Time Student (HEAPS) Grant Program. Final --
Effective April 6, 2004
Series 7: West Virginia Providing Real Opportunities for Maximizing In-State Student
Excellence (PROMISE) Scholarship - Final - Effective March 23, 2008
Series 8: Personnel Administration. – Final - Effective on November 22, 2001
Series 9: Academic Freedom, Professional Responsibility, Promotion and Tenure. Final –
Effective September 20, 2007
Series 10: Policy Regarding Program Review - Procedural Rule - Comment Period Ends on
September 3, 2008
Series 11: Submission of Proposals for New Academic Programs and the Discontinuance of
Existing Programs. Procedural Rule – Final - Effective December 25, 2001
Series 12: Capital Project Management. Procedural Rule – Final – Effective December 25,
2001
Series 13: Change in Organization of Colleges and Schools – Procedural Rule- Final -
Effective April 19, 2002
Series 14: Holidays – Final - Effective April 19, 2002
Series 15: Acceptance of Advanced Placement Credit – Legislative Rule - Final – Effective
June 22, 2002
Series 16: College Level Examination Program – Procedural Rule - Final – Effective June 22,
2002
Series 17: Transferability of Credits and Grades at the Undergraduate Level – Final
Procedural Rule - Effective April 18, 2005
Series 18: Assignment of Academic Credit and Financing Noncredit Instruction – Final –
Effective June 22, 2002
Series 19: Guidelines for College Courses for High School Students - Procedural Rule -Final –
Effective August 1, 2002
Series 20: Authorization of Degree Granting Institutions – Legislative Rule -Final Effective
March 31, 2006
Series 21: Freshman Assessment and Placement Standards Procedural Rule -Final Effective
August 1, 2002
Series 22: Grade Point Average for Associate and Baccalaureate Degree Students -
Procedural Rule -Final Effective August 1, 2002
Series 23: Standards and Procedures for Undergraduate Admission - Procedural Rule - Final June 1, 2007
Series 24: Preparation of Students for College - Procedural Rule - Final Effective August 10, 2002
Series 25: Residency Classification for Determining Tuition and Fees - Procedural Rule - Final Effective August 1, 2002
Series 26: Underwood Smith Teacher Scholarship Program – Legislative Rule - Final Effective April 27, 2005
Series 27: Financial Assistance to Athletes – Procedural Rule - Final Effective August 1, 2002
Series 28: WV Engineering Science and Technology Scholarship Program – Legislative Rule - Final Effective April 27, 2005
Series 29: Travel - Procedural Rule - Final Effective August 1, 2002
Series 30: Purchasing - Procedural Rule - Final Effective January 21, 2005
Series 31: Ethics - Procedural Rule - Final Effective August 1, 2002
Series 32: Hold for Tuition and Fee Policy Legislative Rule
Series 33: Anatomical Board – Procedural Rule - Final Effective September 6, 2002
Series 34: Medical Student Loan Program – Legislative Rule - Final Effective April 27, 2005
Series 34: Medical Student Loan Program - Legislative Rule - Comment Period Ends on September 3, 2008
Series 35: Correspondence, Business, Occupational, and Trade Schools – Legislative Rule - Effective April 3, 1995 (transferred from previous Boards)
Series 36: Sports Programs at Community and Technical Colleges – Procedural Rule – Final Effective January 8, 1980 (transferred from Board of Directors)
Series 37: Increased Flexibility for Community and Technical Colleges – Procedural Rule – Final Effective June 12, 2000 (transferred from Board of Directors)
Series 38: Employee Leave – Procedural Rule - Final Effective November 19, 1992 (transferred from previous boards)
Series 39: Classified Employees – Procedural Rule - Final Effective September 5, 1996 (transferred from previous boards)
Series 41: Health Sciences Scholarship Program Procedural Rule – Final January 19, 2003
Series 42: WV Higher Education Grant Program Legislative Rule - Final April 2, 2007
Series 42: West Virginia Higher Education Grant Program - Legislative Rule - Comment Period Ends on September 3, 2008
Series 43: Purchasing Efficiencies –Legislative Rule - Final - Effective April 6, 2004
Series 44: Policy Regarding Action to be Taken on Audit Reports – Procedural Rule - Final - Effective September 12, 1972 (transferred from University System Rule)
Series 45: Community and Technical College Faculty Instructional Load – Procedural Rule - Final – Effective April 5, 2004
Series 46: Standards for Subject-Area Content in Secondary Level Teacher Preparation Programs - Procedural Rule - Final - Effective December 23, 2004
Series 47: Commission Organization and Meeting - Procedural Rule - Final - Effective Date February 3, 2008
Series 48: Research Trust Fund Program - Legislative Rule -Filed with the Secretary of State on August 25, 2008